

KOMPANIA PIWOWARSKA SUSTAINABLE DEVELOPMENT REPORT 2012



KOMPANIA PIWOWARSKA SUSTAINABLE DEVELOPMENT REPORT 2012

covers financial year F12 (12 months from 1 April 2011 to 31 March 2012),
unless otherwise specified.

The report has been compiled in line with the Global Reporting Initiative G3.1
standard, application level B.

10 Priorities. One future.



CONTENTS

Kompania Piwowska - the leader of the brewing industry in Poland	4
Company products	8
Company management	14
Financial performance	16
Prizes and awards	20
Business philosophy in Kompania Piwowska	22
Corporate social responsibility	26
10 Priorities of Sustainable Development	34
SAM - performance assessment	38
Stakeholders of Kompania Piwowska	44
Respecting human rights and the workplace	46
Respecting human rights	48
Diversity management	49
Professional development	50
Motivational system	54
Employee benefits	55
Discouraging irresponsible drinking	56
Making more beer using less water	60
Reducing our energy and carbon footprint	66
Recycling and reuse of packaging waste	72
Working towards zero-waste operations	78
Enterprise development and value chain management	82
Benefiting communities	86
Contributing to the reduction of HIV/Aids	92
Transparency and ethics	94
About the report	100
GRI index	102



A COMPANY WITH CLEAR-CUT AIMS, CHALLENGES AND A SUCCESSFUL VISION IS MORE LIKELY TO BE TRUSTED



That trust is critical to maintaining a positive reputation and underpins the license to operate, upon which all organizations depend. For us, creating such a business is essential, knowing that today and in the future, the natural and social environment should benefit from our presence. This is because our business is an employer, a customer, a supplier and a taxpayer, and our commercial success depends on the health and well-being of the communities we exist in, and all stakeholders are important.

We believe sustainable development (SD) adds meaning to business operations. It underpins our ability to grow and our license to operate.

We believe that we have a strong and unique story to tell regarding sustainable development.

Traditionally, through our SD Report we introduce the results, goals and targets which are relevant for our business. We focus on our most material SD issues and communicate commitment and momentum.

KP's achievements of late have been held in high esteem. In most SD priorities we have achieved a level that is currently considered global best

practice in specific areas. This leadership position is reflected in the number of impressive programmes that have been initiated by KP. In the upcoming months we are going to develop these initiatives, so as to continually improve for society. Accordingly, we have set new targets for SD priorities: enterprise development, corporate social investment, Human Rights and transparency.

We trust that as an important part of society and a key stakeholder of KP, you will find this report interesting and that it matches your expectations of our commitment to Polish society in general.

ROB PRIDAY
PRESIDENT OF THE BOARD

1.0/ **KOMPANIA PIWOWARSKA** – **THE LEADER OF THE BREWING** **INDUSTRY IN POLAND**

**KOMPANIA PIWOWARSKA IS THE LARGEST
BREWING COMPANY IN POLAND**

Several hundred years of brewing experience, cutting-edge technologies and adherence to stringent manufacturing principles at world-class production facilities are a guarantee of the superior quality of our products.

The Kompania Piwowarska portfolio (KP) includes the most popular Polish beer brands, including, among others, Tyskie, Żubr, Lech, Dębowe Mocne and Redd's as well as international premium brands such as Pilsner Urquell, Grolsch and Peroni Nastro Azzurro



KOMPANIA PIWOWARSKA WAS ESTABLISHED IN 1999 AND OWNS THREE BREWERIES, IN TYCHY, POZNAŃ AND BIAŁYSTOK, AND 14 TRADE DEPOTS ACROSS THE COUNTRY.

for the F12 financial year (12 months from April, 2011, to March, 2012) was 3,143. In the F12 financial year, KP has maintained a strong position as leader in the Polish beer market, with sales volumes of 13.5 million hl and a market share of approximately 38%. While beer sales volumes have declined by 4%, KP revenues from sales per hl have declined by 1%.



KOMPANIA PIWOWARSKA/SABMILLER IS A MEMBER OF THE FOLLOWING ORGANISATIONS:



THE UNION OF BREWING INDUSTRY EMPLOYERS – POLISH BREWERIES

- an organisation of the largest beer manufacturers in POLAND representing approx. 90% of the market. The Association supports businesses with knowledge and consultancy services related to market regulations and obligations of market players. In caring for the good reputation of brewing industry, it promotes campaigns on the culture of alcohol consumption and its responsible usage.



RESPONSIBLE BUSINESS FORUM (FOB)

– the oldest and largest non-governmental organisation in Poland, which deals with the concept of Corporate Social Responsibility in a global manner. The Organisation was established in 2000, and has public benefit organisation status. The FOB conducts a number of activities creating dialogue and exchange of experience with respect to responsible business and sustainable development between companies, NGOs and academic circles.



EUROPEAN ALCOHOL AND HEALTH FORUM (EAHF).

A coalition of over 40 companies and NGOs working together to reduce harm related to irresponsible alcohol consumption in the European Union.



**KOMPANIA PIWOWARSKA
IS A SUBSIDIARY OF ONE OF THE LARGEST
BEER MANUFACTURERS
IN THE WORLD - SABMILLER PLC.**

The Group manufactures or distributes beer across six continents, and its global portfolio includes international premium beer brands such as

**GROLSCH, MILLER GENUINE DRAFT, PERONI NASTRO
AZZURRO AND PILSNER URQUELL AS WELL AS LEADING
LOCAL BRANDS SUCH AS AQUILA, CASTLE, MILLER LITE,
SNOW OR TYSKIE.**

SABMiller is one of the world's largest Coca-Cola bottlers (outside the USA).

In the financial
year ending
on the 31st
of March, 2012,
SABMiller
achieved
revenues
equalling

**US\$
31.4 BN**

and produced
a gross profit
(EBITA) of

**US\$
5.6 BN**

SABMiller plc
is listed on
the London
and Johannesburg
stock exchanges.

Every year SABMiller
manufactures
43 MHL OF BEER
in **21** breweries
located across Europe.

SABMILLER IN EUROPE

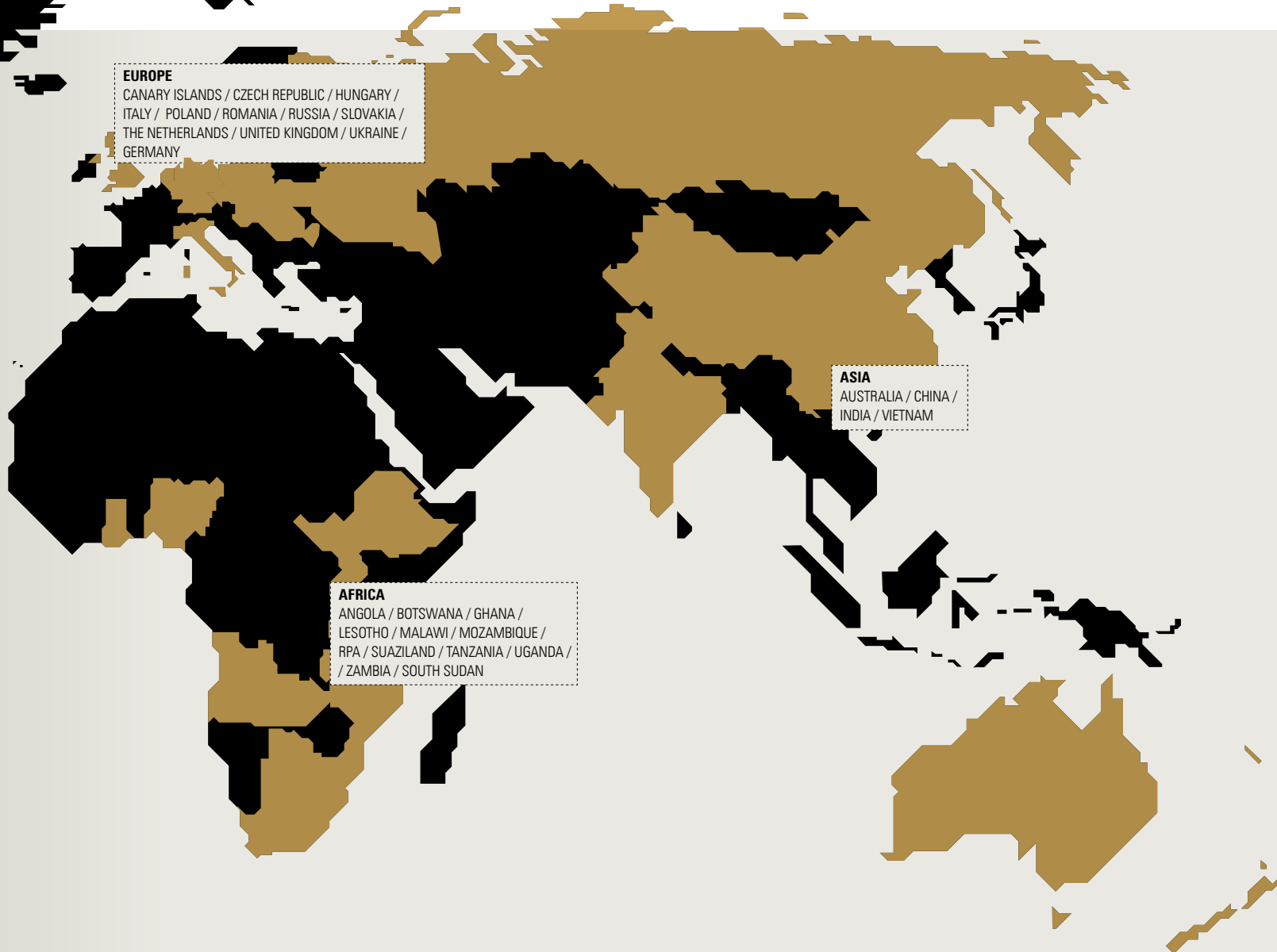
Market sales
IN THE 10 COUNTRIES
where SABMiller owns breweries equals
41 MHL OF BEER.

The above volume
corresponds to
€8.4 BN
worth of sales for
**SABMILLER
IN EUROPE**

Market sales **IN THE 10
COUNTRIES**

SABMiller exports
3.7
MHL OF BEER
(within EU27
and outside EU27)





SABMILLER IN EUROPE

There are
202,000 jobs
 associated with the manufacturing and marketing of SABMiller beer in Europe.

12,617 PEOPLE
 are employed directly at SABMiller.

Other jobs related to the manufacturing and marketing of SABMiller products include:

70,900 JOBS
 in the procurement industry

and **98,400 JOBS**
 in the gastronomic sector

and **20,000 JOBS**
 in retailing.

The packaging industry and agricultural sector are the most important industries in the procurement sector.

THE TOTAL INCOME FOR STATE BUDGETS GENERATED BY SABMILLER IS ESTIMATED AT

3.76 BILLION EURO.



1.1/ COMPANY PRODUCTS

PRODUCTS OF KOMPANIA PIWOWARSKA ARE A REFLECTION OF ITS LONG-LASTING TRADITION OF BEER BREWING, STATE-OF-THE-ART TECHNOLOGIES AND OBSERVANCE OF STRINGENT MANUFACTURING PRINCIPLES, GUARANTEEING SUPERIOR QUALITY.

Kompania Piwowarska boasts a rich beer portfolio that satisfies the needs of the most demanding consumers. The strategy of the Polish brewing industry's leader is based, among other things, on innovations and shaping its product range so that it is optimally adapted to growing and changing consumer needs and expectations.

In line with this strategy, Kompania Piwowarska regularly makes use of innovative solutions and has introduced a number of solutions associated with the beers themselves, as well as with its packaging, or in its marketing and promotional activities. The largest brewing company in Poland wants to provide its customers and sale partners (distributors and chain clients) with strong brands and novelties.

We also constantly contribute to the development, support and dissemination of a culture of beer drinking which is still only germinating in Poland. That culture means not only excellent, fresh beer but also caring for its appropriate serving in line with tradition, at the correct temperature and in suitable glasses.

Beer culture also means dissemination of the knowledge of how beer is brewed, from which ingredients and how it should be tasted. That also means ensuring the highest quality of the products used for brewing, the brewing process itself or beer culina-ria, the ways of combining beer with food. It also relates to the range of all the gadgets related to beer culture and the actual product.

**KOMPANIA PIWOWARSKA'S BRANDS
— ARE AMONG THE MOST VALUABLE
BRANDS IN POLAND — THEY ENSURE
A STRONG POSITION AS LEADER
IN THE STABLE BEER MARKET
IN OUR COUNTRY.**

The Kompania Piwowarska portfolio includes the major Polish beer brands: **TYSKIE, ŻUBR, LECH, REDD'S**, and it is supplemented by: **DĘBOWE, WOJAK, GINGERS** and the international premium brands: **PILSNER URQUELL, GROLSCH** and **PERONI NASTRO AZZURRO, MILLER GENUINE DRAFT**.



There are also three beer novelties in the Kompania Piwowarska portfolio: a variant on Żubr beer – **ŻUBR CIEMNOZŁOTY**, a Vienna type lager **ŻUBR, CLASSIC WEIZEN** – **KSIĄŻĘCE PSZENICZNE**, and a fourth variant on Redd's beer – **REDD'S ŻURAWINOWY**.





THE LEADING BRAND OF KOMPANIA PIWOWARSKA AND THE UNQUESTIONABLE LEADER AMONG ALL THE POLISH BEER BRANDS IS INVARIABLY TYSKIE.

This genuine standard of Polish beer is a favourite brand of Polish beer lovers. Tyskie is valued for its mild hop aroma, golden colour and thick, creamy head. This is the perfect choice for meeting your friends. The high quality and exceptional taste of Tyskie beer has been recognised many times, winning the most prestigious beer industry awards in the world – in 2011, among others, it won the Silver Medal at the Brewing Industry International Awards and the Gold Medal at Monde Selection in Brussels. In 2012 Tyskie was awarded with highest, three-star Superior Taste Award by the International Taste & Quality Institute, where its taste was described as “excellent”.



ŻUBR IS THE VICE-LEADER IN THE BEER MARKET IN TERMS OF SALES.

This lager is brewed from natural ingredients gradients on the edges of the Białowieża Forest, which ensures its really full, clear and slightly bitter taste. Żubr is a natural choice for those who want to reward themselves after a hard day with the taste of this exceptional beer. This beer is worth drinking in a leisurely manner and in moments of relaxation, it should be enjoyed in a natural setting, among those close to you.



LECH IS THE THIRD LARGEST BRAND IN POLAND IN TERMS OF VALUE OF MARKET SHARE.

That is a modern brand, perfect for meetings and gatherings with friends. The lightness of the beer's flavour, the right gas content and lower bitterness level makes **LECH** the most “sociable” and refreshing beer on the market. This is a brand for all who feel young at heart, irrespective of their age.



REDD'S IS THE MOST POPULAR BEER AMONG FEMALE CONSUMERS.

This is the beer brand most often chosen by women, and the leader in the flavoured beer segment. To modern women, open to the world, Redd's offers a rich aroma and a taste without beer's usual bitterness. Each of the four Redd's variants act on all your senses. It is great for noisy events and spontaneous get-togethers. There are four tempting flavour variants available: Apple, Red – raspberry, Sun – citrus and Cranberry.



THE F12 YEAR WAS RICH IN NEW PRODUCTS LAUNCHED BY KOMPANIA PIWOWARSKA. IN THE AUTUMN, A LIMITED EDITION OF ŻUBR BEER - **ŻUBR CIEMNOŻŁOTY** WAS LAUNCHED. THIS IS A VIENNA TYPE LAGER, OF RICHER TASTE AND DARKER COLOUR, PERFECT FOR LONG AUTUMN OR WINTER EVENINGS, PARTICULARLY AT HOME. ALSO IN THE AUTUMN A NEW REDD'S VARIANT WAS INTRODUCED - **REDD'S CRANBERRY**. IT IS CHARACTERISED BY AN ORIGINAL, SWEET, YET SOURISH TASTE, AND HAS SPECIAL BLACK PACKAGING CONTAINING AN ATTRACTIVE, RED BEER WITH INTRIGUING TASTE ACCENTS. CLASSIC WEIZEN BEER - **KSIĄŻĘCE PSZENICZNE** IS ANOTHER NOVELTY IN THE KOMPANIA PIWOWARSKA PORTFOLIO. THIS BEER IS DEDICATED BOTH TO BEER CONNOISSEURS AND THOSE WHO ARE SEARCHING FOR A DISTINCTIVE TASTE AND UNIQUE BEER EXPERIENCE.



Being the leader in the brewing industry in Poland we set trends.

We meet the demand of the market which is more and more open to innovations. Consumers are eager to search for new taste sensations, and therefore the offer in the beer market is expanding. We give our consumers and trade partners strong brands and an ever more varied portfolio. Responding to market demand, in the F12 year, Kompania Piwowarska proposed three new products to consumers – Żubr Ciemnożłoty, Redd's Cranberry and Książęce Pszeniczne.

PIOTR JURJEWICZ
VICE-PRESIDENT FOR MARKETING



FOR PUBS AND RESTAURANTS — FRESH BEER SERVED DIRECTLY FROM LARGE TANKS —

LAUNCHED BY THE LARGEST POLISH BRAND, TYSKIE. TYSKIE TANKS ARE AVAILABLE IN 21 LOCATIONS IN SOUTHERN POLAND, AMONG OTHER PLACES, IN TYCHY, KRAKÓW, WROCŁAW, CZĘSTOCHOWA AND OPOLE. IN FUTURE, THIS FRESH BEER, “DIRECT FROM THE BREWERY”, OFFERED IN A WAY THAT IS SO WELL KNOWN IN THE CZECH REPUBLIC OR THE NETHERLANDS, AMONG OTHERS, WILL BE OFFERED ALL OVER POLAND.

Beer tanks feature a distribution system reduced to the minimum and an innovative system of storing and pouring beer. Fresh, non-pasteurised beer from the brewery is transferred to a tanker, which transports it directly to pubs the same day. There, the beer is pumped into steel containers – the tanks. From there, the beer is poured into the beer lovers’ glasses. Inside the tanks, the beer, delivered fresh from the brewery, is stored in a special seven-layer container which guarantees quality and is responsible for the consistent taste of the beer stored inside it. Compressed air pumped into the tank causes a plastic container inside the tank to shrink and pushes the beer through a piping system to the tap from which the beer is poured. The beer is not exposed either to oxygen or carbon dioxide throughout the procedure. Thanks to this, it retains its best qualities, contains less gas than traditional beer and its taste is somewhat milder. What are

the merits of such a solution? First of all, the beer does not lose any flavour during distribution. Tyskie from tanks is non-pasteurised, with a short “use-by” date, up to 14 days from opening the tank. Non-pasteurised beer requires a system of distribution which, among other things, ensures the appropriate product temperature. The tanks play that role, and in addition they considerably reduce the distance travelled by the beer from brewery to serving point.

In each locality where Tyskie tanks are offered, there is a special installation mounted: its main components are the cylindrical steel tanks. There is an integrated cooling system in the installation, which makes it possible to keep the beer at a low temperature. The capacity of tanks installed differs, depending on the size of the outlet and frequency of deliveries. In Poland there are 500 and 1,000 litre tanks available.

Depending on the venue’s character and atmosphere, one of two tank models can be installed – copper, or a modern one, in steel.



An aerial photograph of a lush green vineyard. In the upper right, a worker in a blue shirt and cap stands on a metal platform or ladder, reaching into the vines. Below them, a small tractor is visible, also working in the rows of grapevines. The vines are dense and vibrant green, stretching across the landscape. The text "CONSTANT QUALITY CONTROL" is overlaid in white, bold, sans-serif capital letters on the left side of the image.

CONSTANT QUALITY CONTROL

**ALL OUR PRODUCTS ARE SUB-
JECTED TO CONSTANT QUALITY
CONTROL ACCORDING TO OUR
STRINGENT STANDARDS
OF PRODUCT QUALITY AND
SAFETY.**

Systems based on international standards have been combined to develop the integrated risk management system (IRMS). IRMS is helpful in managing all systems and their informed implementation by all employees. There is also a tasting panel, whose aim is to test beer samples to ensure the constant quality of all the brands manufactured by the company. The quality of all the components used in the manufacturing process and the product itself is checked at each life cycle stage. Single unit and multiple packages of our products are provided with the legally required information, informing customers about product ingredients, manufacturing location

and origin and necessary market data such as a barcode, recycling or returnability marks. On all our packs there are also a marketing message and non-mandatory responsibility labels:

„I never drive after drinking“ or
„Alcohol. minors not allowed“.

For more information about IRMS

Policy see:
http://www.kp.pl/pol/files/odpowiedzialnosc/Polityka_IRMS.pdf



WATER, WHICH IS THE MAIN INGREDIENT USED IN BEER MANUFACTURING, SHOULD MEET HIGH STANDARDS, AT LEAST AS HIGH AS FOR POTABLE WATER.

However, some of the manufacturing stages require even higher purity standards. Water microbiological quality, hardness and oxygen content are crucial. The water used for beer production in Kompania Piwowska must be sterile, free of foreign flavours and deaerated.

There are special filters and UV lamps installed in all Kompania Piwowska breweries, which are equipped with various devices ensuring the water's perfect composition and microbiological purity. Special laboratories test the key attributes and oversee water quality in Kompania Piwowska.

Testing beer quality is not limited to the stage of dispatching the final product from the warehouse but is also subjected to trade audits. Such audits are carried out at on-premise outlets and retail shops. Beer quality at the point of sale depends on storage, transport, and serving conditions.

In December of 2010, a new project, "Audit ON", started. The project covers all on-premise outlets served by Kompania Piwowska. The project's objective is for external auditors to reach over 1,500 on-premise outlets served by our sales representatives and to run special surveys of TQDB (Trade Quality Draught Beer – KEG beer quality indicator) and TQO (Trade Quality in Outlets – an indicator of canned/bottled beer quality in horeca, with elements of quality assessment of beer storage in outlets). Those measurements provide us with a reliable sample of TQDB and TQO progress. At present the TQDB index is approximately 94%, and the target for the coming years is a level of 98%. TQO presently amounts to 91% and the target for the coming years has been set at 96%.

Additionally, distributors (base audit) have been covered by a quality audit - whose results significantly affect the basic discount they obtain. All the auditors have gone through content-related training in products, beer serving, operation of draft installations and professional tasting. On top of that, the auditors have undergone training supervised by in-trade quality specialists.

Kompania Piwowska holds a high position in the industry with respect to satisfaction surveys among caterers. The survey is carried out each year with the use of the eQ Model, which is the licensed methodology developed by the Nielsen Company. A survey has been carried out with a standardized questionnaire, which contains mainly closed questions.



BESIDES WATER, ANOTHER KEY INGREDIENT IS MALTED BARLEY, WHICH DETERMINES THE QUALITY OF A BEER'S HEAD.

It is thanks to malted barley that a traditional lager is light gold in colour, and strong beers become amber-coloured. Hops are an essential addition to every beer. Adding hops to wort gives beer a noble and pleasing bitterness and a specific aroma, and due to the antiseptic properties of hops, they improve beer's shelf-life. In financial year F12, Kompania Piwowska purchased 190 thousand tonnes of malt and approximately 600 tonnes of hop.



1.2/ COMPANY MANAGEMENT

SUPERVISORY BOARD

In keeping with the Articles of Association and Supervisory Board Regulations, the Board is made up of 3 to 6 members selected by a resolution of the Annual General Meeting of shareholders which takes place within 6 months after the close of the financial year; the AGM also votes to approve the discharge of individual Management Board members' duties in the previous year. The term of office of the Supervisory Board is 3 years. The Supervisory Board works on the basis of the Company's Articles of Association, the Regulations of the Supervisory Board and the Commercial Code. In addition to the rights and obligations stipulated by legal regulations, the Supervisory Board's authority includes regular supervision over activities taken by the company in any area of its business.

In keeping with Supervisory Board Regulations, candidates standing to become its members should have appropriate education, professional background and experience, as well as represent high moral standards. Supervisory Board meetings take place at least 3 times a year. In order to avoid potential conflicts that may arise in Supervisory Board members' work, the processes specified in Supervisory Board Regulations are applied, based on which any Supervisory Board member is obliged to inform other Board members about an existing conflict of interest or a possibility of its arising, and he or she should refrain from taking part in discussions or voting on resolutions related to matters where a conflict of interests has occurred. Supervisory Board compensation is set by the Annual General Meeting.

At present, the Supervisory Board of Kompania Piwowska is made up of 3 members:

ALAN CLARK **STEFAN HOMEISTER** **MAURICIO ROBERTO RESTREPO**

MANAGEMENT BOARD

In keeping with the Articles of Association and Regulations of the Management Board, the Management Board is made up of 3 to 9 members appointed for a joint three-year term. The Supervisory Board appoints and dismisses the Management Board President and, on his or her request, other members or Vice-presidents of the Management Board. Kompania Piwowska is managed by a Management Board chaired by its President: it provides the guidelines for company activities and represents it in external relations. Management Board work is based on the Regulations approved by the Supervisory Board. The Management Board provides the Supervisory Board with comprehensive information on all important matters related to company management on a regu-

lar basis. In order to avoid possible conflicts that might take place during Management Board work, the procedures set forth in the Supervisory Board Rules are applied, according to which, any member of the Board should inform the other Management Board members of any conflict or potential for its occurrence. In addition, any such Board member should abstain from expressing opinion in discussions or voting on resolutions concerning a matter affected by a conflict of interest. Management Board compensation is set by the Supervisory Board. The Supervisory Board assesses the performance of the Management Board. Compensation is based on financial performance delivered by the Company, and the degree of progress made in sustainable development priorities.

At present, the Management Board of Kompania Piwowska is made up of 6 members:



↑
ROB PRIDAY
PRESIDENT OF THE BOARD

↑
JAN FARYASZEWSKI

↑
PIOTR JURJEWICZ

↑
JACEK KOPIJEWSKI

↑
WOJCIECH MOLIŃSKI

↑
MARZENA PIÓRKO

ANNUAL GENERAL MEETING

Pursuant to the Articles of Association, the AGM summons the Management Board within 6 months following the end of the financial year. An Extraordinary General Meeting of Shareholders summons the Management Board at its own initiative or written request of the Supervisory Board, or upon request of a shareholder representing at least 1/10 of the initial capital. The AGM may only adopt resolutions on items included in its agenda. The 100% shareholder in Kompania Piwowska is SABMiller plc.

KOMPANIA PIWOWARSKA STRUCTURE



ROB PRIDAY
PRESIDENT OF THE BOARD

STRATEGIC PLANNING
ERIC MCCLOSKEY

CORPORATE AFFAIRS
PAWEŁ KWIATKOWSKI

GLOBAL BRANDS
NICK SKAANILD

LOGISTICS
KONRAD CZEBRESZUK



MARZENA PIÓRKO
VICE-PRESIDENT,
SALES

SALES DEPARTMENT:
Sales
Customer Marketing
Key Accounts
Department for Sales
Organisation Development



JAN FARYSZEWSKI
VICE-PRESIDENT,
FINANCE

FINANCE DEPARTMENT:
Operational Finances
Accounting
Taxes
Treasure Department
Internal Audit Department
Internal purchases
Legal Department
Audit
IT



WOJCIECH MOLIŃSKI
VICE-PRESIDENT,
HUMAN RESOURCES

HR DEPARTMENT:
Personnel and Payroll
Education and Development
Unit Business Partners
Team Department of Talent
Management Administration
OHS Service



PIOTR JURJEWICZ
VICE-PRESIDENT,
MARKETING

MARKETING DEPARTMENT:
Marketing services
Innovations
Insight
Portfolio & Planning



JACEK KOPIJEWSKI
VICE-PRESIDENT,
TECHNICAL

PRODUCTION AND TECHNICAL DEPARTMENT:
Manufacturing
Planning
Manufacturing Development
Management of production materials
Quality Systems,
Safety and the Environment
Investments
Department of New Product
Development

1.3/ FINANCIAL PERFORMANCE

THE PROSPERITY OF THE COMMUNITY WHERE WE OPERATE AND THAT OF OUR COMPANY ARE INTERRELATED — A VALUE CHAIN GENERATES JOBS, REVENUE AND EXCISE TAXES FOR LOCAL AND NATIONAL COMMUNITIES WHICH OUR STAKEHOLDERS, EMPLOYEES, SUPPLIERS AND CUSTOMERS REPRESENT.

Without a doubt, the longest-lasting contribution we can make to the life of the communities around us is by using our strong bargaining position to stimulate entrepreneurship and boost local economies. That is why Kompania Piwowska is not only a major employer in individual localities but is also a significant local tax-payer. Many of the Polish municipalities in which our employees reside derive income from their share in the personal income taxes collected by the state.

Kompania Piwowska has a strong impact on local economies in the regions where its breweries are located, in Śląskie (Tychy brewery), in Wielkopolskie (Poznań brewery) and in Podlasie (Białystok brewery). Apart from the 3,143 jobs in the KP plants, company business activity has resulted in approx. 8,000 jobs in the three regions where company breweries are located.

Other regions also benefit from Kompania Piwowska activities: Lubelskie, Kujawsko-Pomorskie, Pomorskie, Dolnośląskie and Mazowsze. Lubelskie benefits from sales of the hops which are cultivated there and Kujawsko-Pomorskie and Pomorskie from sales of the malt which is needed for beer manufacturing. The purchase of malt and hops in those regions accounts for almost 7,300 jobs in agriculture.

KEY ASPECTS OF KOMPANIA PIWOWARSKA'S IMPACT ON THE POLISH ECONOMY

TOTAL PRODUCTION (HL) - 14,200,000 HL

TOTAL EXPORT: 420,000 HL | TOTAL IMPORT: 41,520 HL

**TOTAL
NUMBER OF
EMPLOYEES
3,143**

**MARKET
SHARE
38 %**



We are proud that Kompania Piwowska has such an important impact on the Polish economy. In Poland we produce and sell mainly local brands, to a large degree using local raw materials. These business activities of the company impose on us an immense responsibility with respect to the society and the environment, and we do our best to meet the requirements that consumers, clients, suppliers and all our social partners have.

KATARZYNA WILCZEWSKA
PUBLIC AFFAIRS MANAGER

KOMPANIA PIWOWARSKA EMPLOYS **3,143** PEOPLE

Kompania Piwowarska has a considerable impact on indirect results in the supply chain. According to the results of calculations, 33,000 people have employment thanks to Kompania Piwowarska's purchases, and agriculture is the industry which benefits most, both in terms of jobs (over 23,000 of jobs related to KP business activities) and the level of expenditure (540.5 million PLN).

The company also has a considerable impact on the on-trade business – sales of Kompania Piwowarska products helps to retain 19,000 full time jobs in that industry. In retailing, approximately 9,800 full time jobs depend on sale of Kompania Piwowarska products.

A total of over 65,000 jobs are related to the manufacturing and sale of Kompania Piwowarska products.

KOMPANIA PIWOWARSKA
DIRECTLY EMPLOYS

3,143

PEOPLE



THE COMPANY SIGNIFICANTLY
AFFECTS THE ON-TRADE INDUSTRY,
IN WHICH APPROXIMATELY

19,000

PEOPLE ARE EMPLOYED FULL TIME
THANKS TO SALES OF KOMPANIA
PIWOWARSKA PRODUCTS.

33,300

JOBS ARE RELATED TO KOMPANIA
PIWOWARSKA SUPPLIES. MOST OF
THOSE JOBS ARE IN AGRICULTURE.

IN THE RETAIL SECTOR

9,800

FULL TIME JOBS DEPEND
ON SALES OF KOMPANIA
PIWOWARSKA PRODUCTS.

THE TOTAL IMPACT ON EMPLOYMENT IN RELATION
TO MANUFACTURING AND SALES OF
KOMPANIA PIWOWARSKA BEER IS OVER
65,000 JOBS.

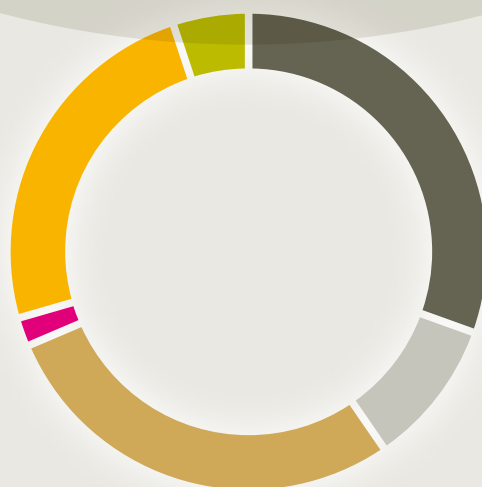
The State budget receives billions of PLN thanks to Kompania Piwowarska business.

CALCULATIONS SHOW THAT THE POLISH STATE HAS EARNED PLN 4.67 BILLION THANKS TO KOMPANIA PIWOWARSKA.

That sum includes: income from excise tax (PLN 1.42 billion), VAT in on-trade business and retailing (PLN 1.77 billion), income tax and social insurance premiums, paid both by KP and in other sectors (PLN 1.22 billion) and CIT, environmental fees and other taxes paid by KP (PLN 238 million).

The contribution of Kompania Piwowarska to growth in the Polish economy may also be indicated by its added value*. The total added value generated by Kompania Piwowarska in Poland and added value generated by suppliers, on-trade businesses and retailing related to beer manufacturing and sales equals approximately PLN 2.87 billion.

POLISH STATE INCOME ATTAINED THANKS TO KOMPANIA PIWOWARSKA
(IN PLN MILLIONS)



INCOME TAX, TAX ON REMUNERATION AND SOCIAL INSURANCE PREMIUMS (KOMPANIA PIWOWARSKA)

1,138

CIT, ENVIRONMENTAL FEES AND OTHER TAXES PAID BY KP

238

INCOME TAX, TAX ON REMUNERATION AND SOCIAL INSURANCE PREMIUMS (KOMPANIA PIWOWARSKA)

90

VAT (RETAILING)

1,315

VAT (ON-TRADE BUSINESS)

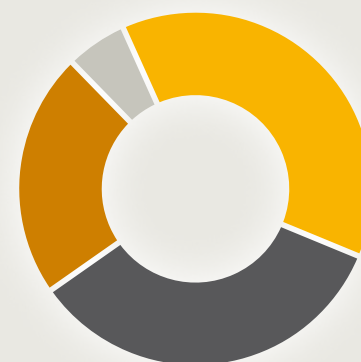
463

EXCISE TAX

1,424

ADDED VALUE ATTAINED IN POLAND THANKS TO KOMPANIA PIWOWARSKA
PLN 3.87 BILLION.

RETAILING	KOMPANIA PIWOWARSKA
216	1,471



ON-TRADE BUSINESS

869

SUPPLIER SECTORS

1,319

Source: Ernst & Young calculations, 2011

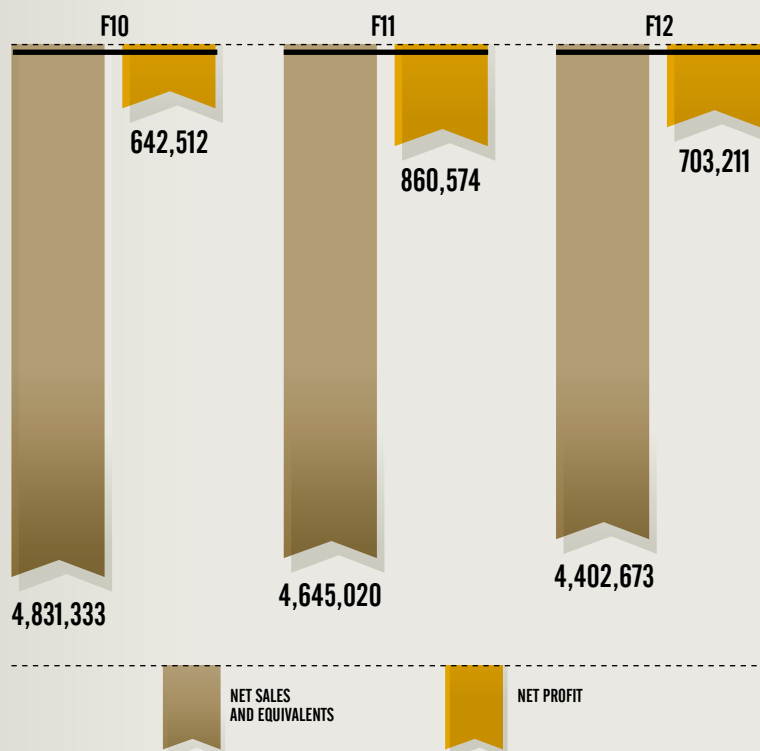
* Added value is the difference between the value of a manufactured product and its value after adding inputs (goods and services). In economic nomenclature, added value is also defined as remuneration for all production factors (mainly work, capital, entrepreneurship). For governments, added value is important as taxes depend on it (VAT).

SALES AND FINANCIAL PERFORMANCE IN THE MARKET CONTEXT

IN FINANCIAL YEAR 2012 (12 MONTHS FROM APRIL 2011 TO MARCH 2013), KP RETAINED A STRONG POSITION AS POLISH BEER MARKET LEADER, WITH SALES AT A LEVEL OF 13.5 MILLION HL AND MARKET SHARE OF APPROX. 38%

Whereas the beer sales volume declined by 4%, KP revenue from sales per hl declined by only 1%. The results of Kompania Piwowarska sales were affected by reductions in the prices of competitive products and KP's scheduled reduction in inventories at wholesalers and distributors at the calendar year end, to ensure the availability of fresh beer on the market. In the F12 year, Kompania Piwowarska achieved good financial results and remains one of the leading tax payers in Poland.

In spite of unfavourable weather conditions in the summer peak season (a cold and rainy July), total sales on the Polish market reached a level of 36.2 million hl, which corresponds to a 5% increase in comparison to the previous 12 months. The favourable sales dynamics recorded in the beer category was due to the warm and dry beginning of the summer (May-June) and the long and sunny autumn. Following the decline in beer consumption per capita to 87 litres in Poland in 2009, the consumption volume grew to reach a record of 94 litres per capita at the end of 2011. The beer market in Poland is still characterised by a decline in value and the development of modern trade, particularly in discount chains, which has led to an increase in the segment of cheap (affordable) beers. Discount sales channels have been growing fastest, beer sales have increased there by 24%, whereas the increase in supermarkets has been 6%. The traditional trade (smaller, unchained shops) is still the channel of the largest sales volume, however, its role continues to decrease.



This has been a difficult time for Kompania Piwowarska. A reduction in prices took place, which resulted in a significant increase in the budget segment, in which our position is not as strong as that of our competitors. As a result of the considerable growth of modern trade, driven by the expansion of discount chains, the situation in the traditional trade has become very difficult. I hope that our new products, innovative packaging and excellent marketing campaigns will correspond to our market ambitions and meet consumers' expectations. We would like to communicate the value of our excellent beer, and that our superior quality brands constitute a perfect offer for all consumer opportunities. We hope to continue surprising Polish consumers with a great product offer, building a new Polish beer culture from scratch.

ROB PRIDAY
PRESIDENT OF THE BOARD



1.4 /

PRIZES AND AWARDS



FORBES AND PWC COMPETITION — SUSTAINABLE DEVELOPMENT LEADER 2012

Award in the area “production / operations” for activities aimed at water usage optimization at breweries

INDUSTRY RANKING, LEADER OF RESPONSIBLE BUSINESS

2nd place in the “Consumer Goods” category, showing corporate commitment to social responsibility

POLITYKA MAGAZINE “GOLDEN LEAF”

Award for being engaged in business social responsibility issues

THE 10TH EDITION OF “RESPON- SIBLE BUSINESS IN POLAND 2011. GOOD PRACTICES”.

Placement of three Kompania Piwowarska practices in the 10th edition of “Responsible Business in Poland 2011. Good Practices” Report that summarizes a company’s engagement in CSR activities in a given year

RANDSTAD AWARD 2012 RANKING

11th place in the Randstad Award, ranking in the top 20 most attractive employers

CSR SUPER BRAND AWARD

Distinction and title:
„Firma Dobrze Widziana”

PRODUCT OF THE YEAR COMPETITION ORGANIZED BY “DETAL DZISIAJ” FORTNIGHTLY MAGAZINE

1st place in the category “Beer” as the most profitable product of the year

GOLDEN EAGLE AWARD DURING AN ADVERTISING FESTIVAL

Award for the commercial’s originality and creativity and non-conventional communication

RZECZPOSPOLITA DAILY RANKING OF THE MOST VALUABLE POLISH BRANDS 2011

1st position among alcoholic beverages

RANKING OF RESPONSIBLE COMPANIES

3rd place in the ranking organised under the patronage of the Responsible Business Forum, verified by PwC

INDUSTRY RANKING, LEADER OF RESPONSIBLE BUSINESS

2nd place in the “Consumption Goods” category, showing corporate commitment to social responsibility

FMCG 2012 MARKET PEARL PLEBISCITE

Award given by retail shop owners and employees for the limited Żubr Ciemnozłoty edition in a plebiscite organized by “Wiadomości Handlowe” magazine

GOLDEN RECEIPTS 2012

“Golden Receipt 2012” for the Żubr brand awarded by retailers for the best product and services on the FMCG market.”

SUPERIOR TASTE AWARD

The top, three-star distinction and a taste described as “excellent” by the International Taste & Quality Institute

2011 CHARITY LEADERS

A special award for Kompania Piwowarska as Competition Ambassador

ACE OF RESPONSIBLE BUSINESS

Distinction for Kompania Piwowarska in the Ace of Responsible Business Plebiscite for CSR activities (Category: large companies).



A photograph of three people in a warehouse or factory setting. In the center, a man with grey hair and a wide smile wears a brown polo shirt. To his right, another man in a similar brown shirt is looking down at a beer bottle he is holding. On the left, a woman with bright red hair is partially visible, looking towards the men. They are all holding beer bottles, with one bottle clearly showing the 'Pils' label. The background shows industrial shelving and equipment.

2.0 / BUSINESS PHILOSOPHY IN KOMPANIA PIWOWARSKA

IN KOMPANIA PIWOWARSKA MANAGING MEANS DEFINING OBJECTIVES, CONTROLLING HOW THEY ARE ACHIEVED AND REWARDING EMPLOYEES ACCORDING TO THEIR PERFORMANCE AND CONTRIBUTION TO CORPORATE SUCCESS.

KOMPANIA PIWOWARSKA MISSION STATEMENT

TO BE THE MOST ADMIRABLE COMPANY
IN THE POLISH BEER INDUSTRY, THEREBY
ENHANCING SABMILLER'S GLOBAL
REPUTATION.

KOMPANIA PIWOWARSKA'S VISION

TO ENSURE THAT OUR LOCAL
AND INTERNATIONAL BRANDS ARE
THE FIRST CHOICE FOR OUR CONSUMERS.

KOMPANIA PIWOWARSKA'S VALUES

OUR PEOPLE ARE OUR ENDURING
ADVANTAGE

ACCOUNTABILITY IS CLEAR
AND PERSONAL

WE WORK IN TEAMS
AND WIN AS A TEAM

WE UNDERSTAND AND RESPECT OUR
CUSTOMERS AND CONSUMERS

OUR REPUTATION IS INDIVISIBLE

PERFORMANCE MANAGEMENT

THE PERFORMANCE MANAGEMENT SYSTEM IMPLEMENTED IN THE COMPANY INCLUDES MECHANISMS FOR EMPLOYEE MOTIVATION, ANALYSIS OF THEIR PERFORMANCE, COMPETENCE ASSESSMENT AND PREPARATION OF DEVELOPMENT PLANS. PERFORMANCE MANAGEMENT IS THE METHOD OF BUSINESS MANAGEMENT USED IN OUR COMPANY TO ACHIEVE THE DESIRED RESULTS. IT DETERMINES "HOW DO THINGS". IT MAKES IT POSSIBLE TO BUILD A CULTURE WHICH SUPPORTS IMPLEMENTATION OF THE STRATEGIC PRESUMPTIONS THROUGH ENGAGEMENT, DEVELOPMENT AND MANAGEMENT OF EMPLOYEE PERFORMANCE.

Thanks to Performance Management, employees can receive feedback, as they undergo appraisal by their managers based on the progress they make on each of their individual goals; they are also rewarded according to their performance. At the same time the System enhances development of management skills, facilitates collaboration between departments and fosters responsibility. However, we do not pursue our goals at any cost – we always observe our system of values and the Code of Ethics that has been adopted in Kompania Piwowska. The code is a signpost to us in such spheres as responsibility, honesty, transparency or conflicts of interest. The practical application of ethical principles covers workplace relations. It applies to relations between employees as well as between employees and the organization and its environment during the conduct of business duties. Every large organization develops principles and guidelines to make sure that actions taken by individual employees and their teams do not undermine the image and position of the company as a whole, and that company activity does not harm any third parties. All employees are not only entitled but are also obliged to question possible unethical behaviour and to bring it to the attention of their managers. Work in Kompania Piwowska and life itself outside the company is related to constant decision making. Many of the decisions are of an ethical nature, as the decisions made by employees affect the lives and business of other people. At Kompania Piwowska and SABMiller we believe that ethical behaviour, acting in good faith, in an open and fair manner is a basic condition for effective commercial activity. Kompania Piwowska has established a permanent Ethics Committee. The former President of Kompania Piwowska, Paweł Sudol was appointed Ethics Committee Chairman in April 2012.

He deals with promoting ethical conduct, supporting all employees in development of a sense of ethics and awareness with respect to possible ethical dilemmas and actions that should be undertaken in case of unethical conduct. Additionally, the Committee includes persons endowed with full trust, ensuring an objective and decent attitude to others: Wojciech Moliński, Vice-President, HR, Paweł Kwiatkowski, Corporate Affairs, and Waldemar Koper, Legal Affairs, and Bartosz Kruchlik, SARBOX Manager, who assists the Committee as its Secretary. The Committee deals with all the issues pertaining to ethics, promotes ethical standards in the company and serves as a consultative and advisory body for all employees. The Committee has developed new General Terms of Conduct, complementing the Code of Conduct adopted in Kompania Piwowska and the Plan for Responding to Reported Cases of Infringement of Ethical Principles (the so-called Whistleblowing Policy). Information about policies and codes are available to all employees on the Infonet and employees can report infringements and complaints in various ways (hotline 0-801 133 133, email: etyka@kp.sabmiller.com, KP corporate website <http://www.kp.pl/formularz-etyczny/>, in writing to the head of SABMiller internal audit head).



A reputation is built over years, but can be lost in a single day. The company's reputation depends on employees observing the adopted values at all levels and in all departments. For every company offering food products to consumers, reputation is of particular value. Our consumers drink our products without hesitation, thanks to our reputation. Our role is to ensure that customer trust is not lost. Therefore we have to observe declared values and standards in all fields of our business – from quality ingredients, through organisation work and marketing, to waste management. The only basis for winning the lasting trust of consumers is our fairness towards them and our following the principles of ethical conduct. To help our employees to act according to ethical standards in situations of uncertainty, we developed our Ethics Code, extensive training materials, and we periodically remind our employees about the principles of ethical conduct, ask for declarations concerning possible conflicts of interest and inform them of the ways of raising possible concerns in that field.

PAWEŁ KWIATKOWSKI
DIRECTOR, CORPORATE AFFAIRS
CHAIRMAN OF THE ETHICS COMMITTEE
(IN YEAR F12)



ALL EMPLOYEES OF KOMPANIA PIOWARSKA ARE OBLIGED TO ABIDE BY THE CORE PRINCIPLES OF THE CODE OF BUSINESS CONDUCT AND ETHICS SET OUT IN THIS CODE. THIS CODE CONTAINS A CLEAR, CONSCIOUS AND INDIVIDUAL COMMITMENT TO APPROPRIATE CONDUCT. HONESTY, INTEGRITY AND FAIRNESS ARE EXPECTED IN ALL ASPECTS HONESTY, INTEGRITY AND FAIRNESS.



All Kompania Piowarska employees (100%) took part in training related to implementation of the Ethics Code and upon its completion they signed a declaration of Code Principles awareness and observance. Every new employer is obliged to familiarise themselves with the Ethics Code and sign the declaration.

CODE OF ETHICS OF KOMPANIA PIOWARSKA / ABRIDGED VERSION

1. LEGAL COMPLIANCE AND BUSINESS ETHICS

- a. We comply with all applicable laws and regulations
- b. We conduct business in a way that is fair, ethical and within the framework of applicable competition laws and regulations.
- c. We do not permit the direct or indirect offer, payment, solicitation or acceptance of any improper payments (for example, bribes, or illegal gratuities) in any form.
- d. We comply with all KP gifts and entertainment reporting requirements and limits.
- e. All business transactions on behalf of Kompania Piowarska must be reflected accurately and fairly in the accounts and in any public reporting of results in accordance with established procedures and standards.
- f. Any political donations must be made with due care and restraint and in an open and transparent manner. Authorisation must be sought according to the SABMiller Group policy. Appropriate disclosure must be made at the local country level and in the SABMiller annual report.
- g. We conduct business in compliance with all applicable import and export laws and regulations.

2. OUR EMPLOYEES AND THE LABOUR ENVIRONMENT

- a. We must avoid conflicts of interest between our private activities and our part in the conduct of company business, and must declare any potential conflicts of interest.
- b. Confidential information or information which is not generally available to the public will not be shared outside Kompania Piowarska by anyone, including former employees. We respect the confidential information of others.
- c. We are all responsible for using good judgment, so that company assets are not misused or wasted.
- d. We are committed to providing a safe and secure work environment. The abuse of drugs or alcohol in the workplace will not be permitted. Intimidation, in any form, and harassment have no place in our work environment.
- e. We value and encourage diversity and strive to be an employer of choice. We value trust, integrity and teamwork in workplace relationships and are committed to treating people with dignity and respect.



KOMPANIA PIWOWARSKA — MEMBER OF THE UNION OF BREWING INDUSTRY EMPLOYERS (ZPPP)

3. CUSTOMERS AND CONSUMERS

- a. We aim to market our products responsibly.
The company is subject to specific marketing requirements, based on applicable laws and regulations and our own internal codes. .
- b. We expect all third parties acting on behalf of Kompania Piwowska to operate in accordance with this Code in all of their interactions.

4. SOCIETY: SUSTAINABLE DEVELOPMENT

Our 10 sustainable development priorities commit us to improving the management of the environmental and social impacts of our business operations around the world, and to supporting human rights and international labour standards. Employees should pay attention to behaviour that violates this Code of Ethics and report all instances of such violations. If an employee is in any doubt as to whether or not certain behaviour violates the Code or is against company policy, they should ask appropriate questions or draw attention to it. Any retaliatory steps against someone who, in good faith, addresses a given issue concerning behaviour that is unethical or inconsistent with company policy will not be tolerated. Any queries or requests for guidelines concerning ethical issues should be addressed to a line manager or senior manager.

THE UNION OF BREWING INDUSTRY EMPLOYERS – POLISH BREWERIES – THE ORGANISATION OF THE LARGEST BEER MANUFACTURERS IN POLAND REPRESENTING APPROX. 90% OF THE MARKET.

The Association supports businesses with knowledge and consultancy services related to market regulations and the obligations of market players. Caring for the good reputation of the brewing industry, it promotes campaigns about the culture of alcohol consumption and its responsible usage. In recent years, the Union has actively supported social campaigns concerning responsible consumption of alcohol, including “Driver – Sober” and “Appearances can be misleading. ID is not” Since October 2011 Rob Friday, the Kompania Piwowska President has been ZPPP Chairman.

Goals of the Union of the Brewing Industry Employers (ZPPP)
– www.browary-polskie.pl:

- Protection of beer producers’ interests in Poland – submission of proposals, drafts of new legal, economic and organisational solutions to local and government authorities.
- Representation of its members in relations with local and central authorities, social organisations and trade unions in the brewing sector.
- Building an appropriate image of the brewing industry and its products.
- Conducting activities aimed at shaping responsible alcohol consumption through fostering an appropriate drinking culture as well as taking and supporting initiatives aimed at limiting access to alcoholic beverages to minors.



3.0 / CORPORATE SOCIAL RESPONSIBILITY

AT KOMPANIA PIWOWARSKA, CORPORATE RESPONSIBILITY IS A FOUNDATION ON WHICH THE COMPANY ITSELF AND ITS BUSINESS PARTNERS GROW IN A SUSTAINABLE FASHION. AFTER ALL, A RESPONSIBLE APPROACH TO BUSINESS IS A CONCEPT OF CONSISTENT MANAGEMENT EXERCISED BY THE COMPANY'S EMPLOYEES. IN OUR BUSINESS DECISIONS, WE RESPECT THE PRINCIPLES OF ETHICAL BEHAVIOUR AND ENVIRONMENTAL PROTECTION AND SEEK TO MAKE BEST USE OF OUR LIMITED RESOURCES.

AT ITS MOST ADVANCED, CSR ENTAILS CIVIC ACTION INVOLVING JOINT PROJECTS OF SUSTAINABLE GROWTH, ENCOMPASSING NOT ONLY THE INDUSTRY BUT ALSO THE ENTIRE SUPPLY CHAIN. AS A SOCIALLY RESPONSIBLE ENTERPRISE, WE NEED TO MAKE SURE THAT NOT ONLY OURSELVES BUT ALSO OUR BUSINESS PARTNERS AND COMPETITORS ADHERE TO OUR ACCEPTED GUIDELINES. WE WANT PARTNERS WHO SHARE OUR WAY OF THINKING AND ACT IN THE SPIRIT OF SUSTAINABLE DEVELOPMENT.

Intersectoral cooperation with business and social partners has huge potential and is likely to inspire other companies. By engaging in such cooperation, we demonstrate how we can work together and derive mutual benefits from cooperation. Kompania Piwowarska's business activities go well beyond mere profit maximization. We are a member of the communities of Poznań, Tychy, Białystok and all other cities in which we maintain branches. We think of ourselves as a member of Polish society, as we send our products to every corner of the country and contribute to its economy. We are an important partner, as our activity affects the food industry, the labour market, the natural environment, the state budget and Polish society and culture. We do not forget about the impact that our decisions today have on the lives of generations to come, which are entitled to be born and live in a country that is clean, healthy and affluent. We make a huge contribution to the life of society by running our company in a responsible, effective, efficient and stable manner. We continue striving for perfection in all aspects of our work, including social responsibility. We are aware that the road is without end, because the criteria of success keep altering. We keep on raising the bar of expectations towards ourselves. We pursue our goals by treading the path of sustainable development.

UN GLOBAL COMPACT

SABMiller Group has committed itself to applying the United Nations Global Compact (UNGC) principles. As a part of the SABMiller Group, Kompania Piwowarska respects the UNGC principles in its business activities. It is a framework for companies which have committed

themselves to respect 10 universally accepted principles in the areas of human rights, the natural environment and anti-corruption. It is thus the world's biggest initiative for global, socially responsible companies.



THE GLOBAL COMPACT PRINCIPLES

1. SUPPORT AND RESPECT HUMAN RIGHTS AS ADOPTED BY THE INTERNATIONAL COMMUNITY.	6. EFFECTIVELY COMBAT DISCRIMINATION IN EMPLOYMENT.
2. RULE OUT ALL HUMAN RIGHT VIOLATIONS BY THE COMPANY.	7. ADOPT A PREVENTIVE APPROACH TO THE NATURAL ENVIRONMENT.
3. RESPECT THE FREEDOM OF ASSOCIATION.	8. UNDERTAKE INITIATIVES AIMING AT PROMOTING ENVIRONMENTAL RESPONSIBILITY.
4. ELIMINATE ALL FORMS OF FORCED LABOUR	9. APPLY AND DISSEMINATE ENVIRONMENT FRIENDLY TECHNOLOGIES.
5. ABOLISH CHILD LABOUR	10. COMBAT CORRUPTION IN ALL FORMS, INCLUDING EXTORTION AND BRIBERY.

VISION OF SUSTAINABLE DEVELOPMENT FOR POLISH BUSINESS 2050

In February, the World Business Council for Sustainable Development (WBCSD) published a document entitled "Vision 2050. The new agenda for business".

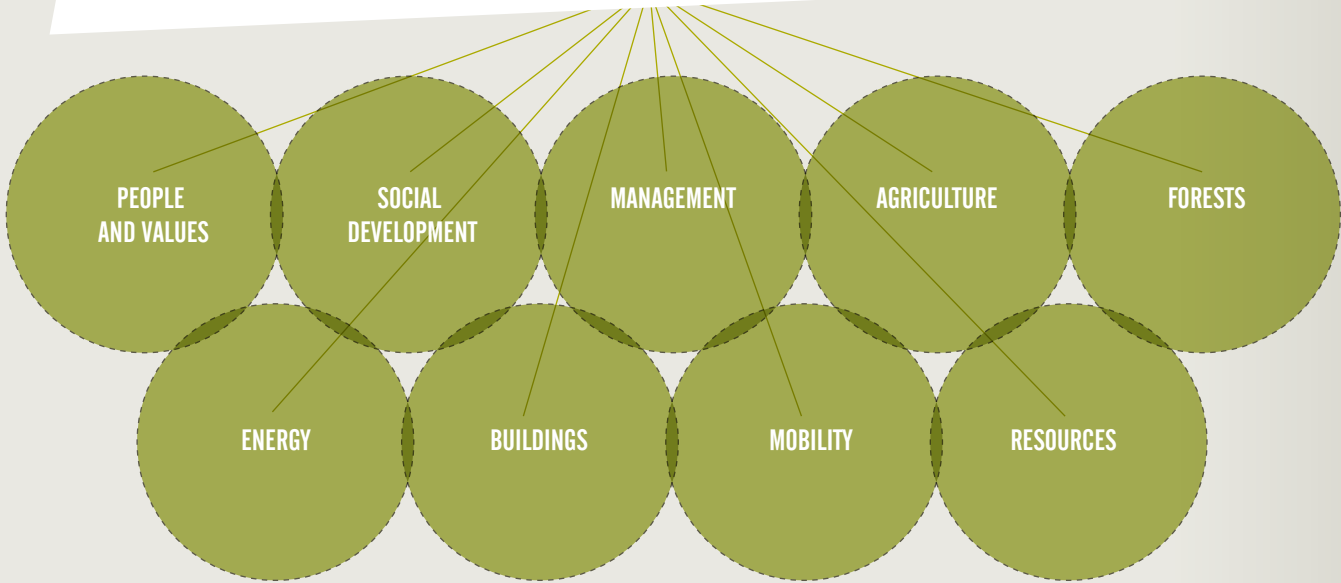
WBCSD member companies (including SABMiller), regional experts and independent consultants were engaged in the two-year long process of preparing the report.

The discussion aimed at specifying challenges to sustainable development that business is to face in the long-term, and also identification of the market opportunities allowing for long-term stable development.

As a result, a document was prepared in which nine key areas were identified, and activities were specified in each of them which have to be undertaken to ensure that in 2050:

"9 BILLION PEOPLE LIVE WELL, WITHIN THE RESOURCE LIMITS OF THE PLANET BY 2050."

Nine key fields recognised in the global WBCSD vision were specified:



Bearing in mind variations in conditions and development opportunities among individual states, WBCSD regional organisations have initiated implementation of the Vision at a national level. The project is under way, among others, in Austria, the United Kingdom, and the Netherlands, and also in Australia and the Republic of South Africa. The procedure of Vision development has started in Poland, too. The Ministry of Economy and the Responsible Business Forum have assumed honorary patronage over the initiative, whereas the consulting company PwC has become project leader. The aim of the Polish report was to define the vision of Poland in 2050 and to specify challenges to sustainable development that are important from the business perspective.

Among the many conditions that significantly affect the sustainable development of Poland and a business approach to the problem, historical factors, geographic location, the structure of existing businesses and the change in the role of Poland in Europe and the world have been identified. The key EU and global documents have been reviewed, such as the "Europe 2020" strategy as well as the priorities of the Organisation for Economic Cooperation and Development (OECD) and United Nations, whose assumptions will determine the directions of Poland's development. Dialogue and consultations with business representatives constituted the main element of the methodology for completion of the Vision of sustainable development for Polish business in 2050.

Based on the information collected during consultative sessions, six key priority areas from the perspective of the sustainable development of Polish business and the vision and actions necessary for attaining such development were specified. Those areas include: social capital, human capital, infrastructure, natural resources, energy as well as quality of the state and institutions. The areas mentioned are not the only ones in which actions should be taken for a sustainable future, however, they have been indicated as those that should be taken care of first.

2050 VISION	Competitive and innovative Polish economy grows on social capital	Optimal number of employees skilled adequately to labor market needs	Modern, safe, environment friendly, and available infrastructure	Resources sustainably used throughout their whole life cycle	Diversified and safe energy at affordable prices that does not generate social and environmental costs	Predictable and clear approach to business based on cooperation
IMPORTANT IN THE FUTURE	Shared feeling of responsibility Participation in proposed solutions Changing life styles and value systems	Greater mobility, especially internally System solutions increasing labor availability Professional activation of the excluded	Adapting (to) new solutions Generating demand for sustainable infrastructure New technologies and innovative solutions	Innovative management methods minimizing negative impact on environment R&D and new technologies Sustainable production and consumption Changing priorities	Social plans for sectoral workforce Safe and timely distribution Safe and timely distribution Industrial infrastructure New technological solutions Cooperation in creating right regulations for good quality	Participation Optimal level of bureaucracy Cooperation for forging new solutions Institutional learning
IMPORTANT AND URGENT	Creating solutions initiating and stimulating cooperation	Changing life styles and value systems	Strategic thinking about infrastructure as a tool for achieving sustainable development	Building shared responsibility for consequences of using scarce natural resources	Shared strategic decisions regarding sources of energy	Changing the way of thinking about roles and objectives of the state and businesses
AREA NAME	SOCIAL CAPITAL	HUMAN RESOURCES	INFRASTRUCTURE	NATURAL RESOURCES	ENERGY	QUALITY OF STATE

source: Sustainable development vision for Polish business 2050, Warsaw 2012, a study prepared by PwC, Responsible Business Forum, and Ministry of Economy



SARBOX

KOMPANIA PIWOWARSKA'S MANAGEMENT HAVE INTRODUCED AUDITS OF COMPLIANCE WITH THE SARBANES-OXLEY ACT (SOX). THE SOX WAS INTENDED TO IMPROVE THE EFFECTIVENESS OF INTERNAL AUDITS AND MAKE REQUIREMENTS ON THE INDEPENDENCE AND TRANSPARENCY OF KEY PLAYERS IN FINANCIAL MARKETS MORE RESTRICTIVE.

By seeking to conform to the SOX, we will benefit from:

- investor confidence
- financial reporting transparency
- high ethical standards
- best business practices,
- having key business processes in the Company well documented and optimized and properly managing risks.

To comply with the stringent SOX requirements, a project commonly referred to as SARBOX was launched in 2005 to strengthen internal controls. Its objectives included:

- identify the Company's key business processes,
- identify the organizational, technological and change management-related risks inherent in such processes,
- design and carry out adequate audits to mitigate such risk.

By taking the above actions, we have set up a system of SARBOX audits, involving a large proportion of our employees in such areas as:

- business processes: Sales, Purchasing, Stock Management, Fixed Assets, Wages, Period Closure (preparing financial statements), Treasury and Taxation,
- IT processes: access to data and applications, operating activities, application adjustments and development and IT Governance.

The completion of SARBOX audits is verified regularly by our Internal Auditing Department as well as an independent external auditor. As a part of such verification, the auditor ensures that:

- SARBOX audits are timely and correct
- audit evidence is retained (documents, reports, etc. are properly authorized)

Review results are reported to the Company's management at the local and global levels (of Kompania Piwowarska and SABMiller Group, respectively).





INTEGRATED RISK MANAGEMENT SYSTEM (IRMS)

THE INTEGRATED RISK MANAGEMENT SYSTEM (IRMS) AIMS AT SUPPORTING A COMPANY IN PREVENTING AND MANAGING RISK RELATED TO PRODUCT QUALITY AND HEALTH SAFETY, ENVIRONMENT PROTECTION AND OCCUPATIONAL HEALTH AND SAFETY. THE AIM OF KOMPANIA PIWOWARSKA IS ALSO COMPLIANCE WITH THE SABMILLER GROUP PROVISIONS.

Under IRMS we manage:

- quality (QMS according to ISO 9001),
- product health safety (FSMS according to ISO 22000),
- environment protection (EMS according to ISO 14001),
- occupational health and safety (OHSAS/PN-N 18001).

The management systems in Kompania Piwowarska have been implemented on the basis of the ISO standard requirements. ISO standards are international standards specifying requirements for various management systems that might be implemented in any company - irrespective of the industry. Implementation of the ISO standard requirements is voluntary – those requirements are implemented by companies which constantly pursue perfection and meeting the requirements of the market and consumers.

IRMS is audited by a renowned international company, BVC (Bureau Veritas Certification). Audits are performed once a year in integrated form, that is, all the systems implemented in KP are audited at the same time. At present, Kompania Piwowarska has certificates granted by BVC which officially authorize implementation of the following:

- Quality Management System (QMS) according to the ISO 9001:2008 standard,
- Environment Management System (EMS) according to the ISO 14001:2004 standard,
- Food Safety Management System (FSMS) according to the ISO 22000:2005 standard,
- Health & Safety Management System according to the PN-N 18001:2004 OHSAS and 18001:2007 standards.

Thanks to the obtained certificates we can show our stakeholders that we manage quality, product safety, environment protection and occupational health and safety in line with international standards.



The ISO 9001 STANDARD "Quality Management System": is an international standard specifying requirements for companies whose activity is focused on learning about and satisfying consumer requirements, that is, the system is a tool making it possible for a company to satisfy customer and consumer requirements through constant improvement in product quality. The ISO 9001 uses a process approach, delivering results of process effectiveness and their constant improvement on the basis of objective measurements. In practice, the quality management system is associated mainly with checks of manufacturing and packing processes and monitoring of beer quality performed by laboratories at KP breweries. In fact, the scope of the system is much broader and additionally comprises, among others;

- management of human resources
 - recruitment, training and development of employees,
- providing infrastructure and availability of utilities, equipment repairs and maintenance, ensuring reliability of results (inspecting equipment for monitoring and measurements),
- monitoring of performed processes,
- purchases of raw materials, packs and auxiliary materials,
- requirements related to storing, transport and distribution.

The idea behind the Quality Management System is the constant pursuit of excellence in any field of activity and ensuring "quality at source". Implementation of the process's approach will allow for constant improvement as a result of setting goals for individual processes, departments, and teams. In the manufacturing process, our activities focus on prevention of production of products that do not meet quality standards.

The international **ISO 14001:2004** is a set of requirements pertaining to the Environment Management System. Its main assumption is supervision of those environmental aspects that a company can control and influence. The standard has been developed to define the rules of the delicate balance between retaining profitability and the minimisation of impact on the natural environment. Organisations applying the standard's requirements can attain both the above mentioned goals. As the ISO 14001 standard corresponds to the ISO 9001:2008 standard in terms of structure, integration of both systems is pursued during implementation of the environment management system. The integration consists in the preparation of common documentation and the intelligent combination of the processes. Consequently, system integration contributes to improvement in operational effectiveness and reduction in the time necessary for handling systems. Similar to ISO 9001, one of the most important aspects is assuming constant improvement in the operations of a given organisation. That improvement is attained using the so-called Deming cycle (PDCA). There are four steps in a PDCA cycle: plan – do – check – act.

The present standard was published in 2004. The Polish version, published by the Polish Committee for Standardization was published in 2005 and its reference number is PN-EN ISO 14001:2005. The standard makes possible the construction of the Environment Management System based on the so-called process approach General requirements of the ISO 14001 standard:

- directives related to environmental protection,
- information on implementation plans and other activities,
- information concerning checking procedures and corrective actions,
- overview of management techniques.

That means that a company may specify aspects of its business activity affecting the environment and better understand the issues of the applicable legal regulations. The next step is to define the areas of potential improvement and to develop a management programme making it possible to attain the defined goals. Also a programme of regular checks ensuring constant improvement in business procedures should be developed.

ISO 22000 STANDARD – this is an international standard specifying the requirements for the food safety management system. The standard is a tool helping to meet national and international requirements related to food safety and health quality - its requirements may be implemented by organisations operating along the entire food chain (from the field to the table). In addition, meeting the standard requirements makes it possible to apply for system certification by an independent external body and to receive a globally recognised certificate.

The ISO 22000 standard requirements are general and may be applied in organisations regardless of their type, size or the nature of the products delivered. The standard uses the key components (the so called four pillars), necessary for guaranteeing food health safety:

- I - System management (based on the ISO 9001 standard),
- II - External and internal communication (in a food supply chain),
- III - Principles of the HACCP system according to Codex Alimentarius,
- IV - Programmes of preconditions (GMP, GHP, GDP and others).

Implementation of the ISO 22000 standard requirements helps to attain the basic goal of Kompania Piwowarska – manufacturing beer which is safe in terms of consumer health. That means that we strictly supervise those stages of beer manufacturing process at which there is any potential for contamination of products with pathogens (e.g., bacteria, chemical substances such as washing agents or mould toxins) or the introduction of mechanical impurities (e.g., glass fragments).

Ensuring product health safety is possible thanks to implementation of the **7 HACCP** System principles. The concept of the HACCP system consists of strict supervision over all stages of a product's manufacturing and distribution processes at which health hazards may occur. A food safety hazard is any biological, chemical or mechanical agent in food or condition of food that might have an adverse effect on consumer health.

Taking into account all the stages of product manufacturing and trade, **CCPs** are defined (Critical Control Points). CCPs are determined at those stages at which hazards significant to health safety have been identified during hazard analysis, and where supervision may be applied to prevent, eliminate or reduce actual or potential hazards to an acceptable level. Each of the identified CCPs is covered by a system of monitoring parameters indicated for a given CCP.

Due to implementation of the ISO 22000 standard requirements, supervision over the manufacturing process has been intensified through assigning Operational Control Points. The Operational Control Points in the manufacturing trade process have been determined on the basis of hazard analysis as part of the Operational Prerequisite Programs. According to the ISO 22000 standard requirements, the Preliminary Programs are one of the essential components of an effective food safety management system.

The following apply for Kompania Pivowarska:

- Good Manufacturing Practice (GMP),
- Good Hygiene Practice (GHP),
- Good Distribution Practice (GDP).

Meeting the standard requirements and the receipt of the certificate validates the use of appropriate methods of supervision and health hazard control in the beer manufacturing process.

ISO 22000 is an all-purpose document for all the food industry. The basic benefits from implementation of the standard requirements include:

- structure similar to that of ISO 9001 – enhancing integration of the Food Safety Management System with the other standards, namely ISO 14001, ISO 9001, PN-N 18001 (planned IRMS in Kompania Pivowarska);
- the possibility of being used throughout the food industry, including suppliers and cooperating companies, such as packaging manufacturers, companies delivering equipment for the food industry or transporting and storing food;
- a possibility of system assessment by independent external bodies (certification).

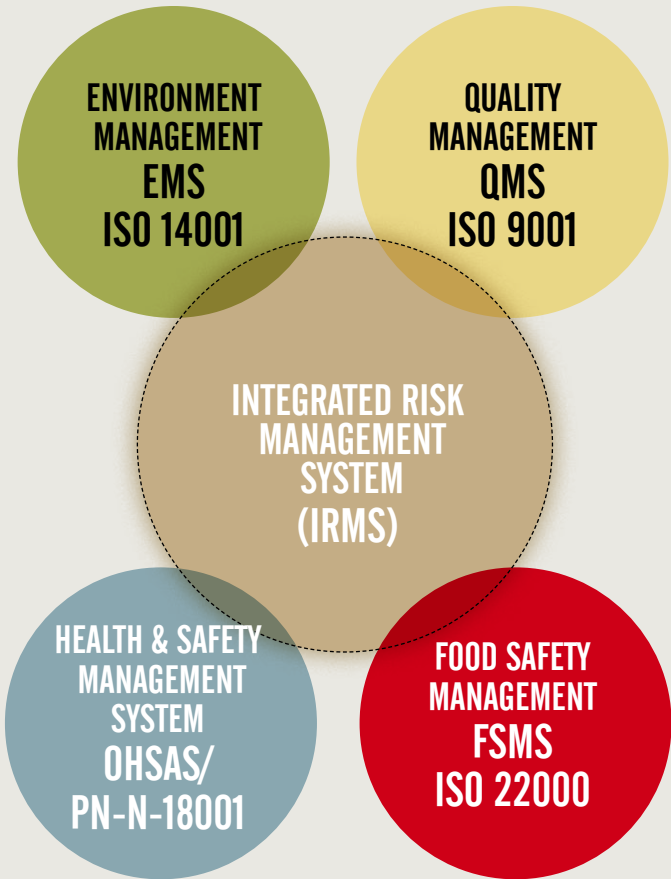
Both PN-N 18001 and OHSAS 18001 specify the requirements related to occupational health and the safety management system to make it possible for an organisation to define a policy and related goals. The differen-

ces between PN-N 18001 and OHSAS 18001 are slight.

The Polish PN-N 18001 standard in the part related to occupational risk assessment does not explicitly order carrying out a hazard assessment for subcontractors, suppliers or visitors to an organisation. Such an obligation is imposed by OHSAS 18001. In contrast, the PN-N-18001 standard contains requirements concerning training and, more specifically, a necessity for implementing methods for motivating employers.

The OSH policy should contain the obligation of an organisation to prevent accidents in the workplace and occupational illnesses, to pursue improvement in OSH conditions, to observe legal regulations, to constantly improve OSH measures, to provide adequate means for implementation of that policy and to improve personnel qualifications.

For more information about IRMS Policy see: http://www.kp.pl/pol/files/odpowiedzialnosc/Polityka_IRMS.pdf



3.1/ 10 PRIORITIES OF SUSTAINABLE DEVELOPMENT



10 Priorities. One future.



THE HISTORY OF THE COMPANY'S COMMITMENT TO SOCIAL AND ENVIRONMENTAL ISSUES DATES BACK TO THE BEGINNINGS OF THE BUSINESS. OVER THE YEARS THE MARKET HAS CHANGED, IMPACTING THE CHANGES TAKING PLACE IN COMPANIES AND THEIR APPROACH TO CONDUCTING BUSINESS. AS A RESULT OF THE DYNAMIC EXPANSION IN GLOBAL MARKETS, A NEED FOR REORGANIZING THE COMPANY IN SELECTED AREAS AROSE. KOMPANIA PIWOWARSKA CONDUCTS ITS BUSINESS ACCORDING TO THE SUSTAINABLE DEVELOPMENT CONCEPT WHICH IS AN INTEGRAL PART OF THE SABMILLER GROUP PHILOSOPHY. HENCE, AS A PART OF SABMILLER GROUP, WE HAVE JOINTLY AGREED 10 SUSTAINABLE DEVELOPMENT PRIORITIES REFLECTING OUR RESPONSIBLE APPROACH TO DOING BUSINESS. EACH OF THEM REPRESENTS AN OBJECTIVE AND STANDS FOR A HOST OF ACTIVITIES AND PROGRAMS, ASSUMED OBLIGATIONS AND THE APPLICATION OF SPECIAL MANAGEMENT AND REPORTING PRINCIPLES. THE PRIORITIES REMAIN THE SAME BUT EVERY YEAR WE CHANGE THE OBJECTIVES WE STRIVE FOR.

In 2011 and 2012 the company carried out numerous communication activities under the leitmotif "10 priorities. One future". The campaign has a logo graphically representing the "10 priorities. One future" idea. In-depth communication was conducted with respect to three areas: an increase in beer production using less water, optimisation of entrepreneurship and management of a sustainable value chain and the issue of HIV/AIDS. Various actions informing employees of the campaign were conducted using different internal communication tools: from notices posted within the internal corporate network, through posters and mails, to contests on the KP employee social network malepiwo.pl. Employees were encouraged to join in attaining the 10 priorities by following such principles as avoid wasting water - check if there aren't any dripping faucets or pipes, make sure they are fixed; if air-conditioning or heating is on, don't leave doors or windows open; buy recyclable prod-

ucts or products made of recycled materials. Moreover, a new category was added to the "Duże Piwo" [Large Beer] incentive program: local hero. In the program, people can propose employees who are good examples of somebody working and acting according to sustainable development principles. Employees may present their ideas concerning improvements and optimisation of resources within the areas of sustainable development thanks to two programs. "The Ideas Campaign" ["Kompania Pomysłów"] collects innovative solutions which contribute to improving indices related to the 10 priorities of sustainable development in the division of manufacturing and technology – submissions are made by an employee or a group of employees. "Gold for the Best" [złoto dla najlepszych] is a program for employees of the sales and distribution division. The program also consists in collecting innovative solutions which help to improve indices on the 10 priorities of sustainable development.

One of the examples is the implemented concept of three distribution employees. Under this new project we recover working fluorescent lamps from decommissioned and recalled fridges and shelves. The bulbs recovered in this way are reused. KP use them in repaired fridges and for exchange in the market.

In 2012 Kompania Piwowarska organised a water workshop for media representatives. The discussion covered the water footprint and many other issues related to that resource. Journalists listened to lectures from three experts who presented various approaches to water management.

10 priorytetów. Jedna przyszłość.



DISCOURAGING IRRESPONSIBLE DRINKING

Irresponsible drinking and behaviours related to the sale of alcohol can be harmful to society in many ways. Driving while intoxicated, consumption by pregnant or breast-feeding women, or sale of alcohol to minors are just a few of the behaviours SABMiller tries to fight. Good examples of educational measures for the priority was the "Test your BAC" program, during which people could have breathalyzers installed in their cell phones and www.abcalkoholu.pl site, where people could learn more about the impact of alcohol on our bodies.

WHAT WE ASSESS?

- Execution of dedicated programs promoting responsible alcohol usage and cooperation with partners in this respect
- Introducing policies for responsible marketing communication
- Alcohol policies in place and the percentage of employees educated in alcohol-related issues



RECYCLING AND REUSE OF PACKAGING WASTE

All the actions taken for packaging are aimed at optimization of their amount, their re-use or recycling throughout the entire supply chain, both on the supplier and on the client and consumer sides.

WHAT WE ASSESS?

- Percentage of packaging recycled after marketing
- Limiting the amount of packaging / weight of packaging
- Presence of heavy metals in packaging
- Monitoring packaging losses on the market (returnable bottle)
- Analyzing the impact of packaging on environmental protection: the so-called packaging life cycle



MAKING MORE BEER USING LESS WATER

Water is one of the basic ingredients of beer. We draw it from our own wells or from the municipal water supply system, then we treat it. Reducing water consumption was possible due to the use of CIP cleaning systems, relevant control of manual washing, replacing equipment with more water-efficient machinery, and optimizing production technology programs.

WHAT WE ASSESS?

- Water effectiveness.
- Water consumption ratio
- Quality of effluents
- The breweries' water demand versus the water demand of local communities and possibilities of water uptake over the next 10 years
- Water consumption in the supply chain



WORKING TOWARDS ZERO-WASTE OPERATIONS

We strive for maximum reduction of waste disposed of at landfills. This means that we recycle, re-use or neutralize almost 95% of our waste. Our greatest success is waste segregation "at source".

We owe attaining the objectives to our employees' environmental awareness.

WHAT WE ASSESS?

- Amount of waste generated and the manner of its handling
- Waste management: segregation, permits / licenses, storage places
- Waste management in the supply chain



REDUCING OUR ENERGY AND CARBON FOOTPRINT

By imposing tax instruments and emission charges, governments seek implementation of appropriate solutions. At Kompania Piwowska, we easily meet brewing industry standards concerning consumption of heat and electricity in force in the EU.

WHAT WE ASSESS?*

- Heat / electricity consumption ratios
- Share of renewable energy
- Management of air pollution emissions (mainly CO₂), including emissions trading
- Monitoring CO₂ emissions in our company and in the whole supply chain
- Energy management (indicators set, measured and analyzed for basic processes of the organization)

*indices calculated on the basis of consumption of water, electric/heat power in the breweries. Individual indices do not cover utilities used in premises utilised by so called auxiliary departments, such as marketing, financing, training, etc. Such an approach is applied throughout the SABMiller Group, which makes it possible to reliably estimate utility usage by breweries all over the world.



ENTERPRISE DEVELOPMENT AND VALUE CHAIN MANAGEMENT

Responsible and efficient actions by our partners in the supply chain support reducing costs, improving quality and our competitive edge, and contribute to sustainable development. That is why we strive to work together with our partners on maintaining consistent standards and their promotion, especially in terms of ethics and environmental protection.

WHAT WE ASSESS?

- Interactions between suppliers and customers and the sustainable development principles - the degree to which our suppliers observe SABMiller's Responsible Sourcing Principles.
- Awareness of social, environmental and ethical issues in the value chain.
- Contribution to development of local enterprise.



BENEFITING COMMUNITIES

Investing in the well-being of the communities we serve is economically justified. When it comes to prosperity, communities and the company are interdependent: the chain of values generates jobs, generates taxes and excise for the local and national communities that our employees, suppliers, and clients come from. But we are bonded with local communities not only through financial relationships but also through close cooperation in many other fields. We jointly support and organize numerous events of a cultural, art, entertainment and sporting nature.

WHAT WE ASSESS?

- Implementation of CSI strategy.
- Management , monitoring and reporting of CSI projects (corporate social investments)
- Measurements compatible with the LBG methodology (London Benchmark Group): data on donations, initiatives - social programmes, commercial social programmes – socially engaged marketing (number of volunteers, number of hours for corporate volunteering, financial appraisal of hours for corporate volunteering in social programmes).



RESPECTING HUMAN RIGHTS

Kompania Piwowska has general standards of behaviour consistent with the values defined in the Code of Ethics. The company complies with international work standards and focuses on respecting human rights, the rights of its employees at work and in the communities they live in.

WHAT WE ASSESS?

- Existence of internal regulations concerning policy and employee rights.
- Questions of training and risk.
- Issues of occupational safety and health (OSH).
- Data on diversity and participation.



CONTRIBUTING TO THE REDUCTION OF HIV/AIDS

The HIV and AIDS pandemic is particularly serious in Africa, but its expansion in other countries is also a legitimate problem. Kompania Piwowska, being a part of the SABMiller Concern, takes relevant preventive measures, co-finances medical tests, care for employees and the persons they directly provide for. It also cooperates with governmental and non-governmental organizations and organizes open health centres.

WHAT WE ASSESS?

- The number of HIV-positive persons and persons with AIDS in Poland - the ratio of potentially infected employees.
- Co-operation with organisations for increasing awareness and education on the modes of HIV infection.



TRANSPARENCY AND ETHICS

Transparency of information is at the basis of our approach to conducting business. Our clients want to know that our beer brands are of good quality and our employees want to work for a company that acts fairly and is committed to social interests. Our partners expect good relationships, and the communities we serve want to know that we operate in a manner that will not damage either the quality of their life, or the environment. That is why transparency of information is important in everything we do.

WHAT WE ASSESS?

- The product quality system, customer satisfaction surveys, existence of complain handling procedures.
- A number of so-called whistle blowing contacts.
- Preparing a report on sustainable development according to the international GRI standard and subjecting it to independent verification
- Consultations with business and social partners (social dialogue conducted in line with the international AA1000SES standard).
- Communication of the sustainable priorities to employees.



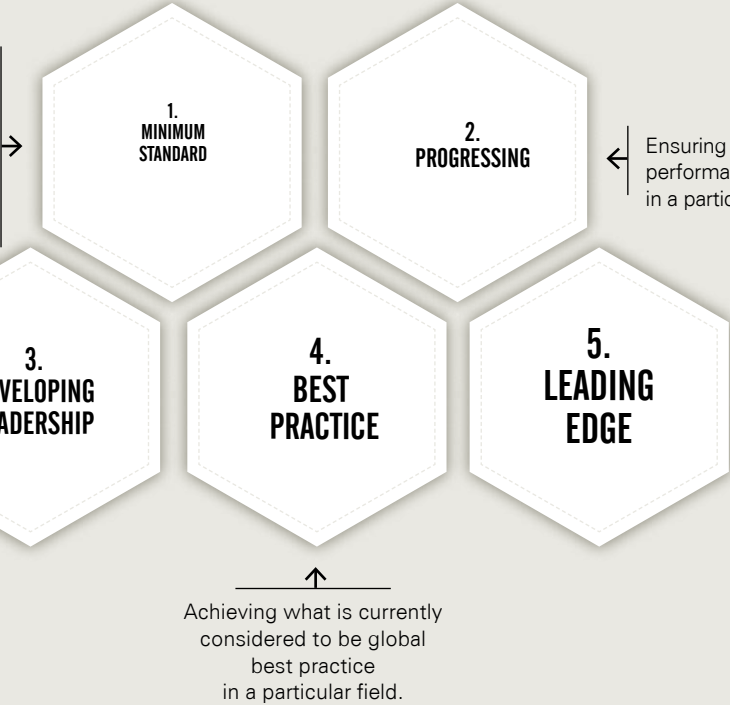
3.2/ SAM - PERFORMANCE ASSESSMENT

SUSTAINABILITY ASSESSMENT MATRIX:

SAM (Sustainability Assessment Matrix).
The Programme monitors the performance of Kompania Piwowarska and other SABMiller breweries on 10 sustainable development priorities.



All operations must achieve level 1, as this represents management of the key sustainable development risks we are facing today.
The Executive Committee decided that for operations where level 1 is not yet achieved a plan should implemented to reach this level as soon as possible.



Applying a comprehensive approach including innovative tools and widespread engagement.

Ensuring consistent performance is achieved in a particular.

Performance that represents genuine global leadership on an issue.

Achieving what is currently considered to be global best practice in a particular field.

In particular, it measures performance using so-called “steps” with respect to each priority. Each step consists of 5 ascending levels of performance based on internal and external standards, independent of legal requirements. Level 1 defines the minimum standard, level 4 defines best practice and level 5 means being a leader. The assessment matrix makes it possible to, among other things, adjust priorities and make updates or changes based on local requirements. Each of the levels has a specific status.
In order to achieve level 1, certain requirements must be met; to achieve level 2, the requirements of levels 1 and 2 must be met. Requirements are defined for all five levels of each priority. The guidelines in individual SAM reporting areas are virtually equivalent with GRI guidelines (Global

Reporting Initiative), but they are adjusted to the type of business in question. The results are published both in local CSR reports and in global SABMiller reports on sustainable development. SD areas that are subject to regular assessment and monitoring are also equivalent to those used in other breweries in various countries around the world. As a result of investment and progress monitoring, it is possible to keep track of progress in individual countries or even continental trends. SABMiller breweries are making progress thanks to their fulfilment of the relevant requirements and achievement of ever higher levels. Not only does the monitoring of SD areas allow for development and comparison between operations, but it also facilitates the sharing of good practices and effective methods to solve manufacturing, social or

environmental problems on the international level. The SAM system for management and monitoring of SD areas was recognised in the first stage of the Globe Award Poland 2009, in the category of SD innovation. As demonstrated by F12 results (from April 2011 to March 2012), Kompania Piwowarska is the vice-leader of responsible business in SABMiller Europe, and it is ranked fourth among all 96 Group breweries in the world.

PERFORMANCE AND TARGETS IN 10 SUSTAINABLE DEVELOPMENT PRIORITIES. AREAS IN F11-F14

SD PRIORITY	SCORE FOR	SCORE FOR	TARGET	TARGET
	F11	F12	F13	F14
ALCOHOL	4.35	4.3	5.0	5.0
WATER	3.4	3.4	3.8	3.8+
ENERGY AND CARBON	3.2	3.3	3.2+	3.2+
PACKAGING AND PACKAGING WASTE	2.3	2.75	2.75+	3.0+
WASTE	4.0	4.0	4.4	4.4+
ENTERPRISE DEVELOPMENT AND VALUE CHAIN MANAGEMENT	2.2	2.24	2.24+	2.24+
CSI	4.2	4.2	4.7	5.0
HUMAN RIGHTS	4.0	4.25	4.25	4.75
HIV/AIDS	5.0	5.0	5.0	5.0
TRANSPARENCY AND ETHICS	4.3	4.7	4.7	5.0

FOR F13-F14 THE FOLLOWING LONG-TERM OBJECTIVES RELATED TO 10 AREAS OF SUSTAINABLE DEVELOPMENT HAVE BEEN SET:

1. ENVIRONMENTAL AREAS

- Implementation of technical and technological solutions aimed at the reduction of the water footprint and wastewater generation.
- Implementation of guidelines within a long-term plan to optimize water consumption and analyze risks with a special focus on breweries, key suppliers and local communities.
- Cooperation and dialogue with water suppliers concerning water uptake by breweries in the context of general water demand in terms of quality and quantity specific to a given area.
- Cooperation and dialogue with wastewater collecting companies in the context of wastewater parameters.
- Establishing the size of the so-called water footprint, i.e. the actual consumption of water along the entire supply chain.
- Establishing the carbon footprint for suppliers in direct collaboration with the company.
- Steps aimed at the reduction of the weight of packaging materials and heavy metals content – dialogue with suppliers.
- Preparation of guidelines for analysis of new packaging, concerning its impact on the natural environment.
- Development of a programme aimed at the reduction of hazardous waste through changes made in certain technology processes.

2. ALCOHOL ISSUES

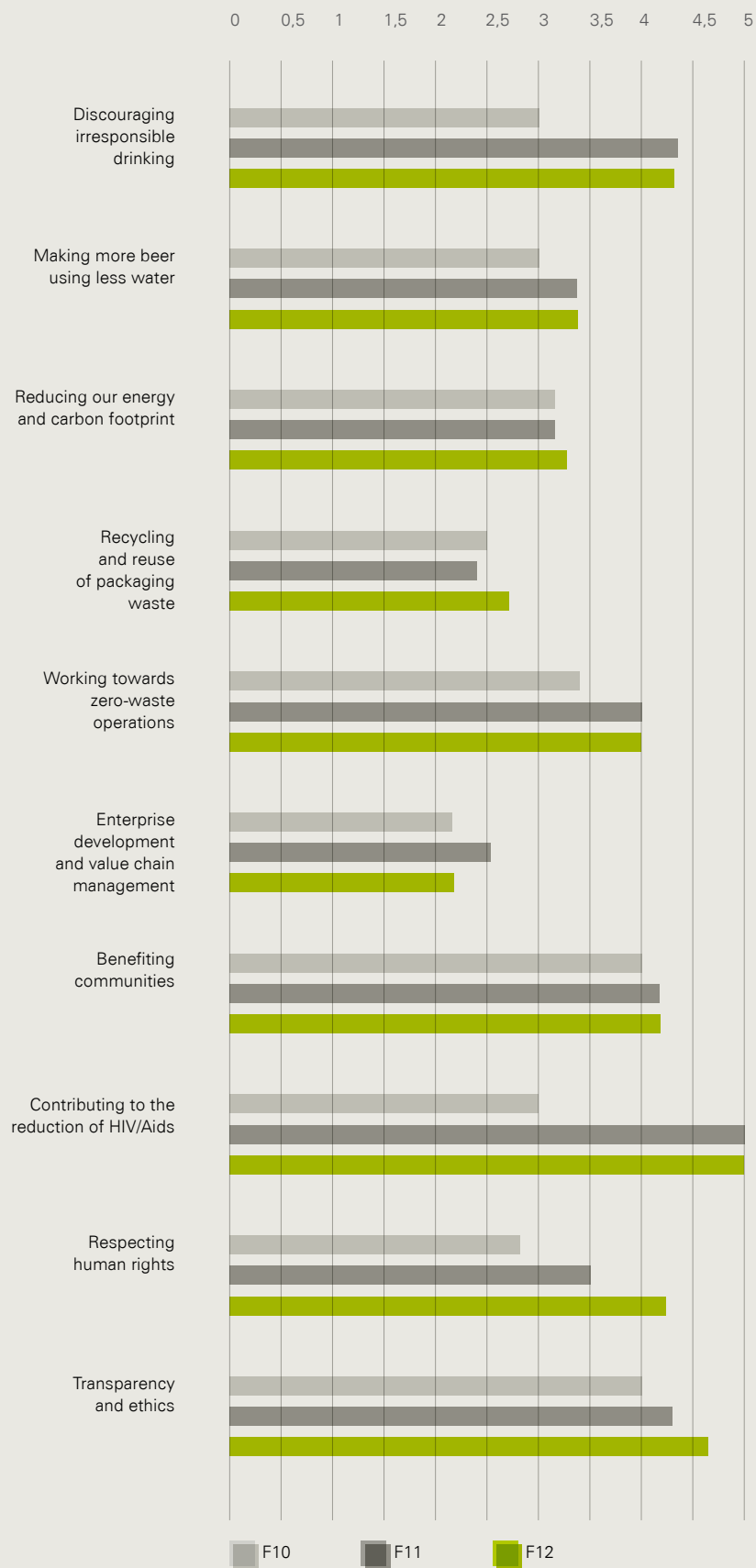
- Actions taken to promote the company's approach to alcohol consumption in the workplace, among other employers and government authorities.
- Regular organization of a stakeholders' panel with participation of the key opinion leaders, mass media, NGOs and government representatives, aimed at understanding expectations concerning corporate responsibility activities and establishing an Alcohol Forum in Poland.

3. SOCIAL AND ETHICAL ISSUES

- Regular organization of a stakeholders' panel in line with the AA1000SES standard aimed at understanding expectations regarding corporate social investment, reporting, and diversity management.
- Monitoring of rules consistent with the adoption of the Polish Diversity Charter and establishment of the Committee for Diversity.
- Identification of possible threats to human rights.
- Organising a workshop for employees concerning diversity management.
- Modification of social investment programmes and activities in keeping with the revised CSI strategy.
- Development of an employee volunteer programme – creating a volunteer platform.
- Involvement of at least 10% of employees in an employee volunteer programme.
- Assessment of the CSI financial effect on the local community and environment, defined as a Social Return on Investment (SROI).

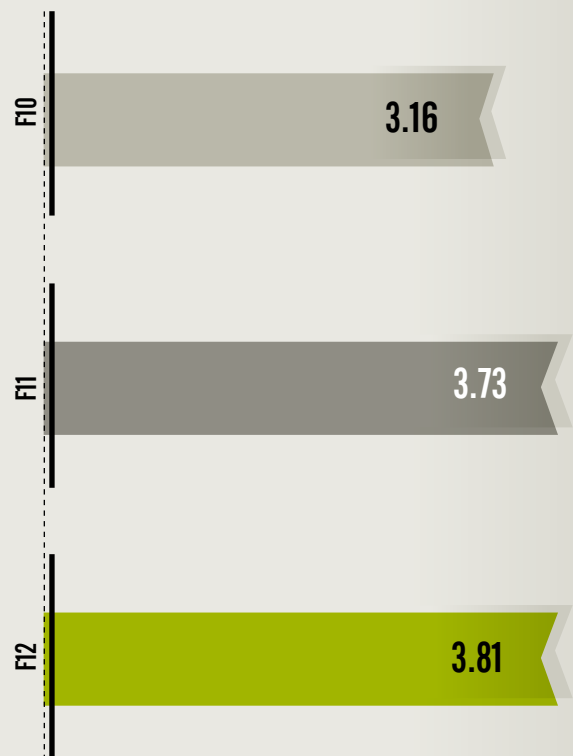


PERFORMANCE IN 10 SUSTAINABLE DEVELOPMENT PRIORITIES IN F12 IN COMPARISON TO THE PREVIOUS PERIOD



F10 – THE FINANCIAL YEAR F10
F11 – THE FINANCIAL YEAR F11
F12 – THE FINANCIAL YEAR F12

AVERAGE PERFORMANCE IN 10 SUSTAINABLE DEVELOPMENT PRIORITIES IN F10-F12.





Kompania Piwowarska's achievement of good results in the monitored SD priorities is a result of the consistent execution of our development strategy. The strategy sets out sustainable development goals to be pursued by all departments, covering nearly all the processes taking place in the company over a long time horizon. Kompania Piwowarska has achieved particularly high results in the following areas: respecting human rights, HIV and AIDS issues under Polish conditions and optimization of water use. It is worth stressing that we work hard in the SABMiller Group to develop innovative solutions making it possible to save water in brewing and manufacturing processes. We have already achieved considerable successes. Thanks to the use of cutting-edge technologies, the brewery in Białystok uses mere 3.18 hl of water per 1 hl of manufactured beer and currently this is the lowest ratio in the whole SABMiller Group.

Thanks to publishing reports on sustainable development on a regular basis, specific information may be presented in a synthetic, unified form, consistent with international standards. In turn, that makes it possible to follow company progress with respect to social responsibility and check the effectiveness of the measures taken.

There are specific numbers behind each of our priorities. We are exceptionally proud of reduction in the consumption of water which we find to be an inherited asset. In this field our achievements are greater than anywhere in the whole SABMiller Group. At the same time we built up input on such investments as a reduction in wastewater discharge or carbon dioxide emission.

Contrary to appearances, it is not the numbers themselves that determine whether a company is a responsible member of a community in which it operates.

The qualities that we value in other people and should value in companies are the most important here: integrity, transparency, respect for the surroundings, observing the rules of social coexistence, which make it possible to meet the highest standards at any stage of our activities.

MAŁGORZATA WALEZIŃSKA-PÓŁTORAK
SUSTAINABLE DEVELOPMENT MANAGER





3.3 / STAKEHOLDERS OF KOMPANIA PIWOWARSKA

Preparing our report on sustainable development we developed a detailed map of our stakeholders . In selecting stakeholders we considered their impact on the company and our influence on their situation.

THE LEVEL OF COMPANY ENGAGEMENT AND RESPONSIBILITY WITH RESPECT TO STAKEHOLDERS DEPENDS ON THE RANGE OF ACTIVITIES, SET OBJECTIVES OR STANDARDS AND COMMITMENTS ESTABLISHED IN A DIALOGUE WITH SOCIAL PARTNERS.

To improve the conducted social activities so that they respond to beneficiaries' expectations and fulfil the company objectives as effectively as possible, Kompania Piwowska has decided to involve its stakeholders in obtaining opinions and recommendations regarding its social engagement from them.

In order to involve the stakeholders in the process of developing a new policy for social engagement Kompania Piwowska made use of an innovative solution, namely the panel for stakeholders, based on the AA1000SES standard principles. In July, 2011, two panels were held in the main Kompania Piwowska locations, in Warsaw and Poznań, to which company stakeholders were invited, including: beneficiary representatives, employees, foundations supported by the company, associations and local authorities; 28 persons in total. The meetings were moderated by an independent consultant and they aimed at learning the opinions and expectations of KP stakeholders in relation to its social activities, among others, they concerned the following areas: company social engagement, volunteering, local communities, social exclusion, environment, alcohol, partnership and social innovations. In total, 85 recommendations and expectations were formulated which were taken into consideration by Kompania Piwowska where possible during the development of a new form of social engagement for 2012.

PRACTICE RELATED TO CARRYING OUT DIALOGUE ACCORDING TO INTERNATIONAL STANDARDS IS CHARACTERISED BY

Innovativeness – Kompania Piwowska is one of very few companies which asks stakeholders and beneficiaries for opinions of the form of social engagement.

Inclusiveness – representatives of all key stakeholders were invited.

Activity transparency - applying the AA1000 methodology

BELOW THE KEY GROUPS OF STAKEHOLDERS ARE PRESENTED TOGETHER WITH THE PRINCIPAL METHODS FOR ENGAGING THEM.

EMPLOYEES

Customer satisfaction surveys, "Małe Piwo" portal, Corporate newsletter, E-mail messages, On-line chatrooms, Questionnaires, Meetings, Road-show (meetings of the management board and employees across entire Poland), Official postulates from employee representation organizations, Dialogue with stakeholders according to the international AA1000SES standard, Report on sustainable development, Video-blog of the CEO, events for employees (The Green Wardrobe, In tune with Nature).

SABMILLER GROUP

Ongoing communication. Meetings, Financial statements, sustainable development report.

CONSUMERS

Helpline, Press office mail box, Research, Facebook, website, Sustainable development report, Beer knowledge website (piwopedia).

CUSTOMERS

Meetings, Training, Website, Sustainable development report.

SUPPLIERS

Meetings, Supplier questionnaires, ongoing e-mail communication, Website, Sustainable development report.

SOCIAL ORGANIZATIONS, SCIENTIFIC INSTITUTIONS AND LOCAL

Interviews, Engagement through employee volunteering programmes or social-educational programs, e.g., Check your BAC!, Meetings, Helpline, Conferences, Website, Dialogue with stakeholders according to the international AA1000SES standard, Participation in work groups, e.g., Responsible Business Forum, Sustainable Development Report.

PUBLIC ADMINISTRATION

Meetings, Research, Financial statement, Dialogue with stakeholders according to the international AA1000SES standard, Sustainable Development Report.

THE NATURAL ENVIRONMENT

Meetings with environmental organisations, Dialogue with stakeholders according to the international AA1000SES standard, Sustainable Development Report.

MASS MEDIA

Press office and on-going communication, Sustainable Development Report, Newsletter Brewing Information Service, Events and meetings of the Journalism Beer Club + website of the Club, Press conferences, mailings, One-on-one meetings.

EXPERTS

Meetings, Interviews, Consultations, Dialogue with stakeholders according to the international AA1000SES standard, Sustainable Development Report.

INDUSTRY ORGANIZATIONS

Meetings, Membership, Dialogue with stakeholders according to the international AA1000SES standard, Participation in working group projects, e.g., ZPPP (Union of Brewing Industry Employers), Sustainable Development Report.

First of all, employees of Kompania Piwowska representing various departments were involved in the preparation of a sustainable development report for F12. The greatest challenge that the report preparing team faced was the selection of the most important issues which should be covered in the report.

First, the team compiled a preliminary list of issues related to the company's impact in the context of sustainability. While compiling the list, the company strategies and policies, including the 10 Priorities for Sustainable Development, previous reports, in particular the KP sustainable development report for F11, SABMiller's requirements, questions which are important to the industry and the economic environment affecting KP, and trends and survey results were taken into account. The report structure was based upon the

previous year's report plan, which makes it possible for company stakeholders to compare selected and reported indices. At the same time, stakeholders' expectations and issues they raised were collected thanks to various forms of stakeholder involvement, e.g. dialogue according to the international AA1000SES standard. The next step was the analysis and prioritization of the collected material, which was performed at a workshop meeting attended by employees representing different company departments. As a result, a list of key topics was compiled for Kompania Piwowska which were referred to in the report. They included: questions related to greenhouse gas emissions; care of water resources, including usage of water in manufacturing processes and wastewater management; issues related to employment stability

and the potential for development; brand image and responsible marketing communication, including the creation of a favourable beer image and consumption patterns; company financial outcomes; prevention of irresponsible beer consumption, carrying out activities mitigating the social consequences of alcohol drinking and continuation of cooperation under the "Check your BAC" programme, observing basic human rights; corruption; cooperation with suppliers and communication with consumers and decent competition, and aspects related to product quality.



Every company operating in line with responsible business principles engages its stakeholders. Using numerous forms of engagement ensures ongoing contact with stakeholders and allows the company to enhance its position in its socio-environmental surroundings. The form of a stakeholders' panel is still new on the Polish market. A panel is a valuable method for engagement, making it possible for a company to collect precious feedback, build relationships of a new kind with stakeholders and allowing them to speak up on issues which are important to them. Stakeholders who share their knowledge, ideas and opinions encourage companies to implement innovations. Use of the AA1000 standard at a panel increases the level of process transparency and involvement of its participants. So, it is worthwhile making use of such a mode of communication with stakeholders.

LILIANA ANAM
CSR INFO MANAGER



4.0/ RESPECTING HUMAN RIGHTS AND THE WORKPLACE

“ALL HUMAN BEINGS ARE BORN FREE AND EQUAL IN DIGNITY AND RIGHTS;
THEY ARE ENDOWED WITH REASON AND CONSCIENCE AND SHOULD ACT TOWARD ANOTHER
IN A SPIRIT OF BROTHERHOOD.”

SOURCE: ARTICLE 1 OF THE UNIVERSAL DECLARATION OF HUMAN RIGHTS

PROVISIONS OF THE EUROPEAN CONVENTION ON HUMAN RIGHTS AND ITS PROTOCOLS AMONG OTHER THINGS GUARANTEE

- RIGHT TO LIFE, FREEDOM AND PERSONAL SAFETY,
- RIGHT TO A FAIR TRIAL IN CIVIL AND CRIMINAL CASES,
- RIGHT TO VOTE AND STAND AS A CANDIDATE AT ELECTIONS,
- FREEDOM OF THOUGHT, CONSCIENCE AND RELIGION,
- FREEDOM OF EXPRESSION (INCLUDING FREEDOM OF MEDIA),
- RIGHT TO OWN PROPERTY AND USE IT FREELY,
- FREEDOM OF ASSEMBLY AND ASSOCIATION.



Operating in over 75 countries on six continents, SABMiller is aware of diverse national cultures and the differences in legal systems, norms and traditions which should be acknowledged and respected in business activities. SABMiller is also aware that, being a multinational company, it is obliged to respect and promote values of the international community and particularly the UN Universal Declaration on Human Rights. SABMiller has committed itself to conduct business observing the principles of the UN Universal Declaration on Human Rights, OECD Guidelines for multinational enterprises, Tripartite Declaration on Principles Concerning Multinational Enterprises of the International Labour Organisation (ILO) and Core ILO Convention on labour standards.

Kompania Piwowarska is part of an international group which makes it possible to exchange knowledge and experience with our peers all over the world. The situation lets us broadly develop the competence of our staff by ensuring participation in international training or project groups with world-class experts.

ANY COMPANY PERFORMANCE DEPENDS FIRST OF ALL ON ITS EMPLOYEES.

People who are bright, competent, hard-working, open to knowledge, full of inventiveness and passion are offered attractive jobs and good opportunities for their professional career development here. It is one of Kompania Piwowarska's priorities to ensure its employees are well-remunerated, develop their skills, are creative, able to work in a team, comply with ethical standards and feel good in their workplaces. People who are satisfied by their work are our company's greatest asset.



SABMiller Company is proud of employing the best people and offering the best opportunities to them: it provides opportunities for development, makes use of their skills, fulfils their potential and makes it possible for them to make a professional career in our company.

GRAHAM MACKAY
SABMILLER'S CHIEF EXECUTIVE

4.1 / RESPECTING HUMAN RIGHTS

RESPECTING HUMAN RIGHTS AND DIGNITY IS AT THE FOUNDATION OF JUSTICE AND PEACE IN THE WORLD. KOMPANIA PIWOWARSKA, AS A PLACE WHERE VARIOUS CULTURES, TRADITIONS, AND VALUES MEET, RESPECTS DIFFERENCES AND ACTS ACCORDING TO UNIVERSAL VALUES, GENERAL STANDARDS AND ITS CODE OF ETHICS.

WHY IS RESPECTING HUMAN RIGHTS ONE OF OUR PRIORITIES?

As a socially responsible company, we aim to promote international values, respecting human rights that impact every aspect of our lives, both personal, and professional.

There are personal policies in Kompania Piwowska related to safety of work, employee and human rights, and managing diversity that reflect the priority treatment of the matter and ensure the comfort of all our employees.

WHAT DOES THE COMPANY DO TO HELP IT?

It complies with international work standards and focuses on respecting human rights, the rights of its employees at work and in the communities they live in.

It promotes human rights in the supply chain.

Takes care to appoint as many internal candidates as possible to company positions, in order to provide employees with an opportunity for development.

The company employs both men and women in managerial positions, and the number of women performing the roles keeps growing.

The company is also highly open to the handicapped.

In cooperation with the "Bez dyskryminacji" [No discrimination] foundation, it has created a website for persons with impaired sight.

Production Technology, Planning and Administration	99
Białystok Brewery	162
Poznań Brewery	539
Tychy Brewery	500
Central units and Marketing	384
Sales and Distribution	1,450
TOTAL	3,134

KOMPANIA PIWOWARSKA EMPLOYMENT BY REGION

HEADCOUNT

PLACE OF WORK: BASIC DATA

The headcount for the F12 financial year (12 months from April, 2011, to March, 2012) was 3,143.

In F12 over 55% of all appointments were internal,

Almost 80% of all managerial appointments were internal.

Across the whole company, women account for 21.5% of the workforce but they dominate such functions as human resources (71%), corporate affairs (78%) or laboratory workers (93%).

Directorial positions are occupied by 8 women and 40 men, while managerial ones - by 130 women and 362 men. One woman is a member of the company Management Board, holding the position of vice-president for Sales and Distribution.

2,639 employees (83%) are covered by collective agreements.

In F12 9 persons with disability certification were employed in Kompania Piwowska, including 3 persons with moderate disabilities and 6 persons with slight disabilities.

3,098 employees have employment contracts, and 45 employees - civil-law contracts with our company.

In F12 we had 39 accidents, including 0 grave or fatal ones. There were no occupational illnesses reported.

The total amount of working days lost through injury was 2,129, and the Disabling Injury Frequency Rate in F12 was 1.41, i.e. lower than that in F10 - 2.46). As regards accident statistics, in F12 the following numbers were recorded: Tychy Brewery - 6, Białystok Brewery - 1, Poznań Brewery - 11 and Sales and Distribution (regions) - 21 accidents

<30	638
30-50	2,102
>50	403

TOTAL	3,143
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KOMPANIA PIWOWARSKA EMPLOYMENT BY AGE

HEADCOUNT

Other employees	294	1,250	1,544
Specialists	243	816	1,059
Managers	130	362	492
Directors	8	40	48

TOTAL	675	2,468	3,143
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KOMPANIA PIWOWARSKA EMPLOYMENT BY JOB GRADE AND GENDER

WOMAN

MAN

HEADCOUNT

4.2 / DIVERSITY MANAGEMENT

RESPONSIBLE DIVERSITY MANAGEMENT IN LARGE COMPANIES, OFTEN BEING A PART OF INTERNATIONAL CORPORATIONS, IS A GREAT CHALLENGE TO THE EMPLOYER BUT ALSO AN OPPORTUNITY FOR SKILFUL TALENT MANAGEMENT. CERTAINLY, THAT IS ONE OF THE SOURCES OF INNOVATIVENESS WHICH MAY HELP GAIN A COMPETITIVE EDGE AND BUILD THE IMAGE OF A RESPONSIBLE EMPLOYER.

There are personal policies in Kompania Piwowska related to safety of work, employee and human rights, and managing diversity that reflect the priority treatment of the matter and ensure comfort of all our employees.

As one of 114 companies in Poland, Kompania Piwowska has signed the Diversity Charter – a document promoted by the European Union. Minister Agnieszka Kozłowska-Rajewicz, the Government Representative for Equal Treatment and Professor Irena Lipowicz, the Ombudsman for Civil Rights are honorary patrons of the Charter.

The Diversity Charter is an international initiative supported by the European Commission, implemented in such EU countries as Germany, Austria, Sweden, Italy, France, Belgium or Spain. The Charter is an obligation in writing undertaken by an organisation to implement effective solutions for the development of an equal treatment policy and diversity management at work and disseminating them among business and social partners.

The Polish version of the Diversity Charter was initiated in 2011 by the Responsible Business Forum, whose strategic partner is Kompania Piwowska. The Diversity Charter in Poland goes beyond the regulations of the Labour Code or the so called equality act, obliging companies to introduce diversity management, including provisions on antidiscrimination and antimobbing monitoring, appointing a person or team co-ordinating diversity management at an organisation, requiring introduction of cyclical anti-discrimination education among all company employees and reporting on the measures taken and their effects.



Following other European countries, we have decided to prepare such a document with other companies in Poland. Apart from business representatives, NGOs and Governmental organisations also participated in the meetings and consultations concerning the Charter. The contribution of the Office of the Government Representative for Equal Treatment was particularly valuable. In the same manner, as a result of the dialogue and mutual consensus, the declaration was developed, whose signing and adoption is evidence of the willingness of an organisation to introduce an effective policy of equal treatment and diversity management.

**MIRELLA PANEK-OWSIAŃSKA,
PRESIDENT OF THE RESPONSIBLE BUSINESS FORUM**



A man with a beard and glasses is shown in profile, holding a glass of Tyskie beer. The background features a brick wall and a wooden bar structure. The text "4.3 /" is positioned to the left of the main title.

4.3 /

PROFESSIONAL DEVELOPMENT

OUR OBJECTIVE IS TO CREATE OPTIMAL CONDITIONS FOR PROFESSIONAL DEVELOPMENT, WHERE EVERY EMPLOYEE'S POTENTIAL IS USED IN THE BEST WAY. OUR EMPLOYEES DEVELOP THEIR COMPETENCE ACCORDING TO THE CORPORATE STRATEGY, WHICH GUARANTEES MORE EFFECTIVE PERFORMANCE OF EVERY-DAY DUTIES AND AN ABILITY TO FACE FUTURE PROFESSIONAL CHALLENGES. HUMAN RESOURCES AND TRAINING DEPARTMENTS INTEGRATE EMPLOYEE DEVELOPMENT PROCESSES AND ENSURE SUPPORT DURING THEIR IMPLEMENTATION.

EMPLOYEES STARTING WORK AT KOMPANIA PIWOWARSKA TAKE PART IN AN INTRODUCTION PROGRAM CALLED KP INTRO. ITS PURPOSE IS TO PREPARE AN EMPLOYEE FOR WORK THROUGH INTEGRATING HIM OR HER WITH THE NEW BUSINESS SETTING (MEETING OTHER COLLEAGUES, FAMILIARISING WITH COMPANY STRATEGIES, VISIONS AND MISSIONS, BUT ALSO THE BASIC PROCESSES, TOOLS AND SYSTEMS AND PROVIDING THEM WITH BASIC KNOWLEDGE OF BEER AND OUR BRANDS. DURING THE KP INTRO, EMPLOYEES FAMILIARISE THEMSELVES WITH THE IDEA OF THE "BEER AMBASSADORS" PROGRAMME OR ISSUES OF SOCIAL RESPONSIBILITY. THANKS TO THAT THEY ARE PREPARED FOR WORK IN THEIR NEW ORGANISATION AND THEY ALSO INTEGRATE WITH OTHER EMPLOYEES.



DEVELOPMENT PROGRAMMES

KOMPANIA PIWOWARSKA PROVIDES VARIOUS TRAINING COURSES FOR ITS EMPLOYEES.

TRAINING FOR MANAGERIAL STAFF

To be able to support the performance of strategic corporate objectives, KP organizes training courses for managerial staff based on development of key leadership competences. Specific programmes are dedicated to various groups of managers.

FIRST TIME MANAGER

A training program supporting newly appointed managers. The purpose of the training is to introduce the workshop participants to their new roles, making them familiar with leadership behaviour and standards of management practices observed in Kompania Piwowarska.

MANAGER COMMUNICATION

The training is intended for managerial staff. The purpose is to grow interpersonal skills that help them on a daily basis to act according to the managerial practices applied in Kompania Piwowarska. During the workshop the participants learn how to provide feedback, filter the inflow of information and extract what impacts current performance of objectives as well as how to build motivation and commitment in their people.

EMPLOYEE INVOLVEMENT BY COACHING

The purpose of the training is to give managers practical coaching skills. It is also about inspiring them to use coaching tools in every-day work as well as a means of supporting growth of employees' competence.

TRAINING ON NOMINATION.

To ensure the long-term success of the company, it is necessary to develop a managerial staff capable of observing the lasting values of the country or region and improving SABMiller Group's operations. Nominated persons have an opportunity to take part in several international programmes such as EMDP or ELP organised by the SABMiller Group and in the local MDO programme. During the training, its participants learn to understand business and external factors affecting it. The training ensures improved effectiveness of interfunctional and intercultural cooperation. During the several-month long programme, managers develop their own individual leadership style in interactive lectures delivered by renowned experts, practical workshops, business simulations, meetings with people of success, as well as various projects supporting performance of the strategic corporate plan.

MEETING FACILITATION,

a training programme intended for people who moderate meetings or deliver presentations. The aim is to learn techniques and tools for development of other employees, skilful stimulation of the level of awareness and energy in a group and adaptation to the changing requirements of a group. The workshop is conducted by an international coach and also an actor and author of books on communication, motivation and leadership.

PROJECT MANAGEMENT

Project management is an important skill for our managerial staff as it allows for effective operation in a matrix environment. In this respect, the training program offers development opportunities, gaining knowledge and competence in a comprehensive approach to project management, starting from developing objectives, schedules, through to the management of project teams, project risk, and communication.

A BROAD RANGE OF TRAINING FOR THE SALES DEPARTMENT

SALES EXCELLENCE

Every employee of the sales department undergoes Sales Excellence training. The purpose of this course is to implement Kompania Piwowska's sales standards. The module also teaches customer service skills and sales techniques. It is a basic sales training.

SALES ACADEMY

The purpose of this training is to present sales departments' employees with the broad business context of Kompania Piwowska's operation. The participants are familiarised with our brands, expand their knowledge of expectations related to their work, and standards of behaviour. Sales representatives learn about the situation on the Polish beer market and its segmentation, the brand portfolio of Kompania Piwowska and the competition. They also gain knowledge on sales channels, trade marketing, become familiar with the legal and financial aspects of their work. The training presents the processes related to beer production and quality. This course ends with workshops ensuring use of the knowledge gained.

CLIENT COMMUNICATION

The training program for sales representatives is completed by a Client Communication course. Trainees learn how to identify client types, handle reservations and overcome reluctance, and master sales processes in various trade channels. They gain practical skills in efficient argumentation, breaking stalemates and finalizing negotiations. After the course, the sales staff are able to build long-term relations with clients that translate into business results.

COACHING / SALES TRAINING

A manager's work with his or her people is based on training the skills in the sales place and development coaching. With their teams, sales managers practice specific sales steps and client relationship skills. Higher-level managers develop their competence through development coaching. We practice training and coaching skills at the training courses and by meta-coaching.

SALES MANAGER ACADEMY

The sales manager academy is an innovative development programme intended for line managers. Over several training modules of the programme, participants develop the required skills related to their positions, such as: sales team management, analytical skills – work on data and making the right decisions based on them, revenue management, building relationships with a customer, or negotiations. Each module also contains a training component, which prepares managers for cascading knowledge to sales representatives and teaches them how to develop specific skills at an outlet (on the job training).

TAILORED TRAINING FOR EMPLOYEES OF THE OPERATIONAL DEPARTMENT

GEM TRAINING

Training based upon the lean philosophy, whose main assumption is continuous improvement, tailored to the company's internal approach and pursuing operational excellence (Manufacturing Way). The workshop is divided into sections - fundamental practices (GEMs) dedicated to: work arrangement and standardisation, visualisations and methods for achievement measurement, teamwork, continuous improvement and preventing losses, health and environment safety, manufacturing flexibility, quality and property management.

PROBLEM SOLVING

This training is addressed to specialists, leaders, and managers from operational departments who want to moderate problem solving sessions and have the relevant personal predispositions. The training presents a unique approach to the problem solving process; it stems from the best global practice and uses the 6 steps methodology. During the workshops the participants learn the methods, techniques, and tools for every stage of problem solving, ways of working with a group and techniques of strengthening joint thinking. After the training, the operating department employees are well prepared to host sessions.

BREWING BASICS

The training is targeted at employees who want to understand beer production processes and learn about threats to its quality. The key element of this training is a basic knowledge of beer, the raw materials used for its production and the manufacturing process: brewhouse, fermentation, cellars, filtering and packaging.

ADVANCED BREWING

The training aims at the communication and exchange of expert knowledge of beer manufacturing at advanced level. Often addressees of the training include specialists working at manufacturing departments who want to expand their knowledge to a wider context and understand all the processes involved, or arrange or refresh the information they already possess. The training is intended for specialists involved in manufacturing processes who are looking for nuances and details.

TRAINING METHODS

The training is intended for practitioners and specialists who share their expert knowledge, additionally playing the role of an internal coach. The aim of this training is to equip an employee with the basic interpersonal skills necessary for conducting classes and workshops. After the training an internal coach feels comfortable conducting classes and participants receive knowledge in an understandable manner. Due to the international working environment, Kompania Piwowska also supports learning English. On top of that, Kompania Piwowska offers the opportunity to take part in many international training courses held locally by international experts or in training courses abroad. Courses held abroad additionally provide an opportunity to exchange experience internationally. These are dedicated to selected specialists and managers from the marketing, sales, and finance departments.

IN FINANCIAL YEAR F12, TRAINING LASTED FOR A TOTAL OF 101,043 TRAINING HOURS (EXCLUDING MANDATORY TRAINING).

COMPREHENSIVE HUMAN RESOURCES
DEVELOPMENT PROGRAM

In October, 2011 we completed the two-year long “Comprehensive Human Resources Development Programme”, subsidized by the European Social Fund (Human Capital Operational Programme, Sub-measure 2.2.1) to provide employees of sales, distribution, production and IT departments as well as managers of all KP’s functions with an opportunity to expand their knowledge and develop skills in various fields of knowledge. For each of the groups covered by the project a comprehensive program of training was developed. It combined technical and vocational courses with mastering soft skills and team / managerial competence adjusted to KP’s needs.

BEER AMBASSADORS

In early 2012, a workshop for all Kompania Piwowska employees also took place under the slogan “Beer Ambassadors”. 3,100 employees participated in the workshop. 18 workshops were organised in three locations – the same places as the Kompania Piwowska breweries are located, that is, in Poznań, Tychy and Białystok. They concerned beer problems and employees had an opportunity to recall a lot of information about the category itself, the manufacturing process, Kompania Piwowska brands, and the art of tasting. A lot of stress was placed on quality, how it is understood in the company and the possibility of influencing it in everyday routines, as well as outside the workplace. All the information that the employees obtained during that training was communicated by internal Kompania Piwowska

experts. Specialists in manufacturing issues presented knowledge of raw materials and manufacturing processes. Beer tasters taught how to taste beer, to sense its taste and aromatic values most effectively. Employees representing the sales force talked about trade, gastronomy, distribution and quality. Experts in marketing explained the most important information on the key KP brands.

EMPLOYMENT
STRUCTURE

Other employees	1,544	1,497	26,045	16.9
Specialists	1,059	553	40,410	38.2
Managers	492	243	31,553	64.1
Directors	48	46	3,035	63.2
TOTAL	3,143	2,339	101,043	32.1
	TOTAL KP EMPLOYMENT IN F12	EMPLOYEES PARTICIPATING IN TRAINING BY JOB GRADE	TOTAL TRAINING HOURS PROVIDED (IN NON-MANDATORY COURSES)	AVERAGE TRAINING HOURS PROVIDED PER EMPLOYEE BY JOB GRADE

Conversation about Development is a dialogue between an employee and their superior, which takes place at least once a year (most often upon completion of the annual assessment) during which the individual needs of each KP employee are defined. This is an opportunity for an employee and a manager to discuss development needs and what skills, expertise and attitude are required to complete the employees present tasks and future challenges. An evidenced Individual Development Plan (IDP) should be

the effect of that conversation. In the F12 year, 2,339 employees took part in training in line with their planned IDP. The total number of training hours on topics regulating such matters as respecting human rights within the business framework was 3,056. Matters related to human rights were covered in three designated courses: First time manager, Manager communication and Employee involvement by coaching. A total of 191 Kompania Piwowska employees took part in that training (in F11 – 355 persons).

Currently all contracts signed with Kompania Piwowska partners (both suppliers and customers) include clauses on knowing and observing the code of ethics and sustainable business development, including respecting human rights.

Women	675	22,897	33.9
Men	2,468	78,146	31.7
TOTAL	3,143	101,043	32.1
	HEADCOUNT BY GENDER	TRAINING HOURS PROVIDED TO EMPLOYEES OF GIVEN GENDER	AVERAGE TRAINING HOURS BY KP EMPLOYEE BY GENDER



At our company, we focus on employee development because it is crucial to business development and retaining the leadership position. The direction is set by one of KP’s values “Our people are our greatest asset” as we believe that an employee who is the best trained and motivated specialist provides the greatest competitive advantage. We also believe that apart from perfection in their work and a thorough knowledge of beer, passion and developing the culture of beer drinking are also required, and therefore all our staff took part in the Beer Ambassadors training, during which they not only received detailed knowledge of the company’s manufacturing, category, brands and leadership, but they also learned how to taste beer and care for its quality, anywhere and in any position; for instance not only as an employer but also as a consumer. Our relationships with our employees are long-term. We invest in their development in a manner always consistent with our corporate strategy, but we never forget their individual needs. The structured development methods not only include formal training courses (presented on the list of available training courses), but also participation in projects, coaching, mentoring, self-development, and exchange of experience. Thanks to the development-training programme conducted in such a manner we have the best experts in the industry.

BARBARA LEWICKA-ARENDT
PRODUCTION TRAINING MANAGER

4.4 / MOTIVATIONAL SYSTEM

TALENT MANAGEMENT, THAT IS EFFECTIVE MANAGEMENT OF EMPLOYEE DEVELOPMENT AND CAREERS, IS ONE OF THE BASIC PROCESSES WHICH MAKES IT POSSIBLE FOR KP TO REALIZE THE ESTABLISHED STRATEGY AND OBJECTIVES AND GROW.

THE TALENT MANAGEMENT PROCESS ENABLES OUR EMPLOYEES:

- to obtain information about their strengths and areas to develop
- to plan their directions of development and the realization of developmental activities in terms of current and future organizational and individual needs.

TALENT MANAGEMENT INCLUDES:

- discussions on development,
- talent review sessions and succession planning
- Personal Development Plans (PDP)

To effectively attract, develop and retain employees we follow stringent processes and standards. We put a proper emphasis on diversity and recruit people of diverse talents, fulfilling current and future business needs. The foundation and motor of the Talent Management process is Performance Management – an integrated process of performance management that guarantees high performance and a commitment culture. Performance Management (PM) is a management approach that enables all of us independently to discover the best ways of improving results and adding value. In other words, PM is a transmission of the company's strategy to everyday work and the aims of employees and work teams. PM defines "how we do things", making sure that we are headed in the right direction, choosing the best way we communicate feedback one to another. Superiors regularly meet their subordinates (one-on-one meetings), and peers share knowledge and comments every day. We sum up and review our operation during annual and semi-annual assessment programs, so we can check where we are on our road to success and what we need to continue on it.

Contests and appreciation programs for employees are additional incentives. In the "Duże Piwo" [Large Beer] program, every employee can recommend another employee (or a group of people) for behaviour or achievements worth considering best practice. This way we assess not only achievements related to personal or team objectives, but also behaviour and commitment to our values. Nomination in the programme is a great honour to any employee. Winners of the prestigious "Duże Piwo" [Large beer] in Kompania Piwowarska have one of their dreams come true – up to a value of 5,000 PLN. Irrespective of the incentive schemes, sales and distribution employees take part in the "złoto dla najlepszych" [Gold for the Best] and production employees in the "Kompania Pomysłów" [Company of Ideas] incentive programmes. The Company's reputation is also a factor motivating people to seek employment here. The initiatives for others in which our employees are involved, especially the voluntary program "Ekipa nie tylko od święta" [Come rain or shine], show how the company's commitment helps employees help others by financially supporting their projects. Every year we survey our employees' opinions on their satisfaction with such things as their jobs, the company meeting their expectations, and their assessment of employment relationships, the culture, communication or image of Kompania Piwowarska. Thanks to that, every employee contributes to company management.



To ensure an unbiased employee appraisal based on uniformed principles, for the last few years we have been using performance calibration. The aim of this process is to standardize the performance criteria used in KP by sharing knowledge and experience during a manager's discussion.

DOROTA KOWALCZYK
PERSONNEL MANAGER

4.5/ EMPLOYEE BENEFITS

KOMPANIA PIWOWARSKA CARES FOR ITS EMPLOYEES IN A COMPREHENSIVE WAY. IT OFFERS, AMONG OTHER THINGS, SPORTS PACKAGES, SUBSIDIZES CHILDREN'S HOLIDAYS, PROVIDES HOME IMPROVEMENT LOANS ON PREFERENTIAL TERMS AND A UNIQUE HEALTHCARE PACKAGE, AS WELL AS A BEER ALLOWANCE. THESE ARE JUST A FEW BENEFITS OF WORKING FOR OUR COMPANY.

EMPLOYEE

Employees of Kompania Piwowarska and their families are covered by Healthcare and can take advantage of Medicovert packages, available across the whole country. Our employees have access to very well equipped health centres that employ experienced medical personnel. The maximally simplified system for using the medical services is cash-free and does not require presenting valid licenses or certificates. All it takes is to present a special card. The broad scope of examinations and consultations with top specialists guarantee optimal healthcare.

WE PROMOTE SPORT

Sport is not only about health but is also a way to release stress and everyday tensions as well as to improve your well-being. The MultiSport card helps Kompania's employees make sport a part of their lifestyle. Nearly 850 employees and 250 members of their families use the sports subsidizing solution. The MultiSport card is a program for additional sport and recreation benefits that ensures unlimited access to over 2,000 sports facilities across the whole of Poland. These include such activities as: aerobics, swimming pools, fitness, salt grottos, yoga, active mum clubs, dance lessons, etc. The MultiSport package can cover not only KP employees but also their guests and children.

SUBSIDIES AND LOANS

Employees of Kompania Piwowarska can also get help to subsidize their children's vacations or take low-interest loans on terms more favourable than in a bank. They are also offered a special, preferential insurance package for life, accidents, insuring themselves and their families, and a special mobile telephone operator package.

ADDITIONAL OFFERS FOR EMPLOYEES:

- favourable offers on mobile networks
- a favourable offer for car sales within a Partner Program
- favourable bank offers for employees – depending on the bank's offer, employees can take advantage of low interest overdrafts and credit cards, revolving credit lines, consolidating loans.

MEALS

All employees of the company can make use of subsidized dining at canteens located in the 3 breweries.

BEER ALLOWANCE

Every employee of Kompania Piwowarska can receive a monthly beer allowance. This way employees can try every brand of beer we produce. Moreover, employees can meet over a beer in corporate pubs in Poznań and Tychy and try their favourite brands at the employer's expense.

LIFE INSURANCE ON FAVOURABLE CONDITIONS

Every employee has the possibility to sign up for life and accident insurance offered by an insurance company collaborating with KP. All employees can buy insurance for themselves and their families.

KP concluded a contract with an insurance broker who regularly searches the insurance market to suggest what more we can expect from the insurance companies, so that their offers are constantly attractive to our employees.



The most popular social benefits are: Multisport packages granting access for employees, their children and guests to sports facilities and services, e.g., swimming pools, fitness centres, and dance clubs in over 2,000 locations. Therefore, an employee on a business trip, can practice his or her favourite sport even while away on business. Other popular forms of subsidizing are, subsidizing holidays and school starter kits for children under 18 (1,650 children has taken advantage of this 2 benefits) or sport and recreational attractions such as: football or bowling tournaments, fishing competitions, one day mushroom picking trips, canoeing, bike trips, etc. – here a great role is played by the employees who come up with ideas for an activity and take part in organizing it. In the festive season, before Christmas, employees additionally get Christmas vouchers or financial equivalents.

EWA PLACKOWSKA
Human Resources and Payroll Department Manager



W CIĄŻY NIE PIJĘ ALKOHOLU
www.abcalkohol.pl

5.0 / DISCOURAGING IRRESPONSIBLE DRINKING

THE PRODUCERS OF ALCOHOLIC BEVERAGES ARE PARTICULARLY RESPONSIBLE FOR CREATING THE RIGHT CONSUMPTION PATTERNS. SOCIAL PROGRAMS CONDUCTED BY KP ARE AIMED AT ALL OUR PARTNERS AND CONSUMERS AND CONCERN THE MOST SENSITIVE ISSUES CONNECTED WITH ALCOHOL CONSUMPTION AND SALES.

To the contemporary Pole, beer is a part of every-day life, a pleasant way to conclude a busy day at work with friends. However, we are aware that not everybody can enjoy this beverage in a responsible way.

SINCE ITS ESTABLISHMENT, KOMPANIA PIWOWARSKA HAS PROMOTED RESPONSIBLE USE OF ALCOHOL. WE SUPPORT HAVING A GOOD TIME AND ENJOYING A SOCIAL LIFE AND OUR SUPERB BEERS, BUT WE DO NOT WANT TO EXPOSE OURSELVES TO THE NEGATIVE EFFECTS OF EXCESSIVE OR IRRESPONSIBLE CONSUMPTION OF ALCOHOL.

Various educational and promotional programs, systematically conducted over several years favourably impact the model and structure of alcohol use in our country. Discouraging irresponsible drinking of alcohol is one of the key priorities of Kompania Piwowarska. Why is responsible alcohol drinking one of the priorities of our company? Irresponsible drinking, in any form, is not in our interest. The situation could unfavourably impact consumers and society, undermine our reputation, and provide grounds for burdensome restrictions. Irresponsible drinking and behaviour related to the sale of alcohol are harmful to society in many ways. The most important problems we try to combat are: Driving while intoxicated, consumption by pregnant or breast-feeding women and sale of alcohol to minors.



OUR RESPONSE?

WE HAVE ADOPTED SIX BASIC PRINCIPLES REGARDING ALCOHOL TO HELP MAKE EVERYDAY BUSINESS DECISIONS AND SUPPORT OUR WAY OF PROMOTING MODERATE DRINKING.

1. Our beer adds to the enjoyment of life for the overwhelming majority of our consumers.
2. We care about the harmful effects of irresponsible consumption.
3. We engage stakeholders and work collectively with them to address irresponsible consumption.
4. Alcohol consumption is for adults and is a matter of individual judgment and accountability.
5. Information provided to consumers about alcohol consumption should be accurate and balanced.
6. We expect our employees to aspire to high levels of conduct in relation to alcohol consumption.

We follow **SABMiller's Policy on Commercial Communication** that sets standards for our promotional activities. Additionally, we observe guidelines related to social media and market research policies. We have introduced an internal alcohol policy binding all company employees.

To maintain the highest standards of marketing communications in line with the policies and codes applied in the company, all promotional materials are subject to the approval of a specially appointed **RESPONSIBLE MARKETING AND SALES COMMITTEE (KOMIS)** consisting of representatives of various corporate departments. All employees are invited to Training on the **ABC OF ALCOHOL**, which discusses our corporate alcohol policy, answers questions on how to talk to children about responsible drinking, or what to do if you suspect your friend has an alcohol problem. Some employees that participate in developing marketing activities and messages on a daily basis require more information on the marketing communication policy in force in KP, so they are offered special, in-depth training entitled **ALCOHOL IQ**, where, during a whole-day session, they can learn, for instance, about the application of the policy and get more information on marketing research standards, or gain a more thorough understanding of the corporate approach to key alcohol related issues. This in-depth training is also organized for the advertising agencies that cooperate with Kompania Piwowarska. Another new initiative is developing e-learning courses for the group. Its purpose is to annually remind employees of our company and advertising agencies what the marketing communication policy principles are. We run a special website: **WWW.ABCALKOHOLU.PL**. This is a Polish version of **www.talkingalcohol.com**. Its purpose is to educate consumers on issues related to the impact of alcohol on the human body and health and the social aspects of drinking. The site is also to encourage informed and responsible choices related to alcohol

consumption. **www.abcalkoholu.pl** is a compendium of knowledge on the impact of alcohol on the human body. It contains an "Alcohol & your body" section, an interactive journey explaining how alcohol is absorbed and processed. Moreover, the site gives useful tips for parents, and explains diet-related aspects (such as calorific value, alcohol content, grain content) of the brands from our portfolio, as well as the latest information on the impact of alcohol on persons suffering from diabetes or on pregnant women. You can also find there the opinions of independent experts who work with such problems as health, parenting, or driving while intoxicated. Recently we have introduced a new tab concerning the production process of non-alcoholic beers. The website is available in 9 language versions and serves consumers all over the world.





We have developed “**Test your BAC**”, an innovative educational application that can be downloaded to a mobile phone and be used as a handy breathalyser. After installing the application, you need to enter some personal details, such as your sex, age, weight and amount of alcohol consumed, and the program calculates the alcohol-in-blood content. The application has a convenient function for calling a cab from one of 300 taxi corporations across Poland. Once downloaded, the program can be used with no additional costs or limitations. Its purpose is to limit the number of drunk drivers on the Polish roads by giving people a chance to check their sobriety, and to promote consumer awareness of the impact of alcohol on the human body. There are new applications available for mobiles with Android system and for iPhones, which you can download for free via QR Code or from Google Play and AppStore. The new application has been extended with information on admissible alcohol in-blood limits in various European countries. The Programme is conducted in cooperation with the Traffic Department of the Regional Police Headquarters in Poznań and Sosnowiec and Regional Traffic Centre in Rzeszów. For more information on the Programme see www.sprawdzpromile.pl.

Excellent results are produced by prosocial programs conducted by KP and partners. Therefore KP collaborates with nongovernmental organizations whose aims and priorities are similar to the company's ones. The company supports, among others, FASTRYGA Foundation, promoting knowledge about FAS (Fetal Alcohol Syndrome). Alcohol consumption by pregnant women is becoming more and more common. For that reason educating society by indicating the consequences of such decisions plays an important role. Thanks to a special Facebook application by KP, everyone can support the Foundation and learn the consequences of drinking during pregnancy. It is enough to send the application to your friends and KP will add funds to the foundation account for each invitation accepted.

Additionally, on all the promotional materials for Kompania Piwowarska brands, including POSM, the Internet, and in the press there is a voluntary responsible drinking message with the “**DURING PREGNANCY I DON'T DRINK ALCOHOL**” slogan. Before the most popular sport events sponsored by KP brands, training activities for salespersons selling alcohol are organized. Training is focused on identification of the age of alcohol buyers, harm caused by minors drinking alcohol, legal aspects of alcohol sale, adults' responsibility, elements of psychological training aimed at developing sale refusal skills and there are also exercises conducted to improve the ability to refuse selling alcohol to minors. The company reminds that “Alcohol is only for adults”



The consequences of drinking during pregnancy are still underestimated in our country. There is a well-established, erroneous opinion that “one glass of beer will do no harm”. But this proverbial gulp, in the period that is critical for the foetus development, can have a dramatic impact. The Fastryga Foundation initiates and supports all actions taken to reduce the negative consequences of drinking during pregnancy. The campaign “During pregnancy I don't drink alcohol”, led by KP, is a valuable initiative encouraging abstinence during pregnancy. We are all responsible for its' lasting – let it last as long as possible!

MAŁGORZATA KLECKA
FASTRYGA FOUNDATION CHAIRWOMAN



Advertising alcohol is subject to strict regulations but we believe responsible companies should be expected to do more than just observe the legal requirements. That is why the Responsible Marketing and Sales Committee operating in Kompania Piwowarska carefully analyses every planned marketing activity, every advertising clip, poster or pack, making sure our commercial behaviour is consistent with the principles we preach. Assessing the marketing materials and activities on the basis of our Code, we try to bear in mind the sensitivity of broader circles of consumers, not only those that make up the target groups of our brands. We don't ignore the critical comments of any consumers that have reservations related to our ads.

PAWEŁ KWIATKOWSKI
CORPORATE AFFAIRS DIRECTOR
CHAIRMAN OF THE RESPONSIBLE MARKETING AND SALES COMMITTEE (IN YEAR F12)



EDUCATIONAL ACTIVITIES CARRIED OUT IN CO-OPERATION WITH THE BEER INDUSTRY

IN 2011 THE AGREEMENT ON THE USE OF RESPONSIBLE DRINKING MESSAGES ON BEER PACKAGING AND IN TV SPOTS SIGNED BY ALL ZPPP (THE UNION OF BREWING INDUSTRY EMPLOYERS IN POLAND) MEMBERS WAS EXPANDED TO INCLUDE COLLECTION PACKS SUCH AS CARDBOARD BOXES, TRAYS OR FOIL PACKS. TWO LABELS WITH THE PHRASES "I NEVER DRIVE AFTER DRINKING: OR "ALCOHOL - ONLY FOR ADULTS" ARE ALTERNATELY PLACED ON THE PACKAGING.

As regards self regulation – we strive to meet all seven operational Brewers of Europe standards with respect to supporting responsible attitudes in the field of ethical advertisements for beer. Among others, they concern popularisation of the National Code of Ethics in beer advertising, informing consumers of the possibility of submitting complains about non-ethical advertisements or supervising individual forms of marketing communication. The Union of Associations Advertising Council is the body responsible for self-regulation in the field of advertising in Poland and we are the member of that organisation. We observe the ADVERTISING COUNCIL CODE OF ETHICS in our promotional activities. In the period covered by the report, no complaint was submitted to the Advertising Council concerning advertisements for brands owned by Kompania Piwowarska. The third edition of the

"APPEARANCES CAN BE DECEPTIVE, ID IS NOT" conducted along with members of the Union of Brewing Industry Employers in Poland and the General Police headquarters of Poland under the patronage of the Ministry of Justice was aimed at involvement of local milieus in educational activities for salespersons, discouraging them from selling alcohol to minors. The leitmotif of the campaign is the slogan "React when a minor is buying alcohol" In 2011 the educational activities covered also teenagers' parents who were given almost 200,000 handbooks. 300 municipalities across Poland took part in the campaign and the educational materials were sent to over 25,000 points of alcohol sale. "A designated driver" is an educational programme whose aim is to fix the principle of not driving after drinking in young drivers' minds and use other means of transport instead, getting them home safely. The action is addressed first of all to people at the ages of 18-30 as bravado and a lack of imagination in that age group are the most common causes of accidents inflicted by drivers who drunk. For more information see www.klubdrivera.pl and Facebook, where young people can find a lot of interesting advice related to road safety. In cooperation with the Union of Brewing Industry Employers and The Brewers of Europe we organised a seminar "CIVIC EDUCATION – ALCOHOL AND SOCIETY". Experts representing various fields took part in the seminar but all of them focused on the development

of sound and effective methods for the prevention of the adverse effects of irresponsible alcohol drinking and the role that may be played by any organisation wishing to take part in creating a culture of responsible alcohol drinking. The brewing industry stresses the necessity for creating a broad public forum which would become a real platform for discussion, opinion exchange and development of solutions to issues related to irresponsible alcohol drinking. Such a forum should be open to all the institutions, organisations and communities wishing to participate in solving that problem, such as governmental administration, NGOs and scientific centres.

As an active member of the Alcohol and Health Forum, we play an important role in preventing irresponsible drinking. We have made a number of commitments concerning, among other things, placing voluntary responsible drinking messages on our product's labels and advertising materials, building a communication platform for topics related to responsible alcohol drinking and improvements in marketing self-regulation.



In many European countries we can see the excellent effects of integrated pro-social actions, carried out along with partners. Also in Poland, a responsible approach to alcohol consumption is a priority for many companies, organisations, institutions and individuals. Sharing experiences and searching for a consensus area to carry out joint educational programmes may yield measurable social benefits, therefore, forming a coalition and partnership for prevention against irresponsible drinking in Poland is highly important. That would make it possible to reach a broader spectrum of consumers and more effectively meet common objectives

KATARZYNA RADECKA
SUSTAINABLE DEVELOPMENT MANAGER



6.0 / MAKING MORE BEER USING LESS WATER

WATER IS THE SOURCE OF LIFE. A SHORTAGE OF POTABLE WATER BEING A CHALLENGE THAT HUMANITY HAS BEEN FACING, ALONG WITH CLIMATE CHANGE, DESTRUCTION OF RAINFORESTS AND OVERFISHING, SINCE THE EARLY 2000S IS ONE OF THE MOST SERIOUS ENVIRONMENTAL PROBLEMS WHICH REQUIRES IMMEDIATE ACTION. ACCORDING TO THE UNITED NATIONS, ONE PERSON NEEDS 20-50 LITRES OF CLEAN FRESH WATER PER DAY TO SATISFY THEIR BASIC NEEDS. IN SOME PARTS OF THE WORLD WATER AVAILABILITY AND QUALITY IS ALREADY A SERIOUS PROBLEM. AT PRESENT 1.2 BILLION PEOPLE, THAT IS, APPROXIMATELY 1/5TH OF THE GLOBAL POPULATION HAVE NO ACCESS TO POTABLE WATER. THE UN PREDICTS THAT OVER 3 BILLION PEOPLE WILL NOT HAVE A SUFFICIENT AMOUNT OF WATER BY 2025.

THE PROBLEM OF EXCESSIVE WATER USE IS OFTEN UNDERESTIMATED. EACH DAY WE MAKE SEEMINGLY INSIGNIFICANT DECISIONS THAT HAVE AN IMPORTANT IMPACT ON THE ENVIRONMENT. WE ARE AWARE OF THE ISSUE OF WATER SHORTAGE, HOWEVER, WE OFTEN ARE NOT ABLE TO TAKE A QUICK SHOWER INSTEAD OF A BATH OR WE ARE JUST TOO LAZY TO TURN OFF THE WATER WHILE BRUSHING OUR TEETH. CERTAINLY, WE ARE NOT AWARE HOW HUGE ARE THE AMOUNTS OF WATER USED FOR MANUFACTURING COMMONLY USED GOODS. HAVING ONE CUP OF COFFEE (125 ML) WE ACCOUNT FOR 140 LITRES NECESSARY FOR CULTIVATING AND PROCESSING THE COFFEE BEANS USED FOR OUR DRINK. MANUFACTURING JUST ONE SHIRT RESULTS IN THE USE OF 2,700 LITRES OF WATER, ONE KILOGRAM OF HARD CHEESE – 5,000 LITRES AND A SLICE OF BREAD – 40 LITRES.

An increase in the global population leads to an increase in demand for water for agriculture, animal breeding and product manufacturing. Our surveys on water use shows that most water used in the entire beer manufacturing process originates from agriculture. Water for irrigation at that stage may lead to a tenfold (or higher) increase in water use in the process. Therefore, we monitor agricultural lands which are threatened with water shortages and cooperate with farmers to use water in a more effective manner. We are aware of the duty to promote responsible use of water in the industry and in other fields. For the same reason we have signed the United Nations CEO Water Mandate.

WHY IS WATER CONSERVATION ONE OF OUR COMPANY'S PRIORITIES?

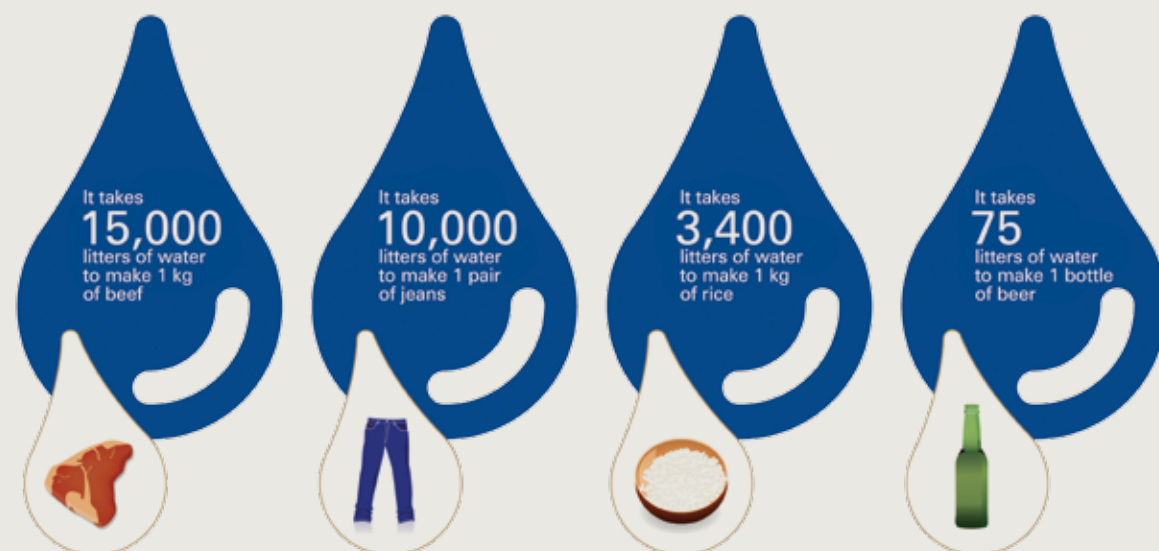
- Water shortage and water quality are gaining in importance in the contemporary world.
- Large amounts of water are used throughout the whole chain of the beer manufacturing process (from barley cultivation through to packaging production up to the final product).
- When water becomes scarce, the costs of its extraction and delivery grow. And that affects everybody.
- Effective water management is one of the key modes of protecting the local environment and communities living in the vicinity of our breweries.

SABMILLER'S COMMITMENT:

TO REDUCE WATER USE BY 25% PER BEER HECTOLITRE BETWEEN 2008 AND 2015. THAT WILL MAKE IT POSSIBLE TO SAVE 20 BILLION LITRES OF WATER, WHICH CORRESPONDS TO THE AMOUNT OF WATER NEEDED TO FILL EIGHT THOUSAND OLYMPIC SIZE SWIMMING POOLS.

To meet that objective, the SABMiller Group has developed a global programme for solving local water problems. The 5Rs (Protect, Reduce, Reuse, Recycle, Redistribute) is conducted in all the SABMiller breweries and it allows looking at water management in a broader perspective. The standards in force throughout the Group contribute to a reduction in water use in the beer manufacturing process and along the whole supply chain, and wastewater treatment, so that they can be reused. Adequately processed wastewater is used for, among other things, irrigation of agricultural areas. Such a model is applied, for example, in India for rice, banana and sugarcane cultures. In RSA, wastewater from breweries are treated with the use of algae and they may be used for fisheries. SABMiller also helps a local community in Mozambique, drilling wells providing access to clean and healthy water for thousands of people. In addition, the wells are not far from the community.

USE OF WATER FOR MANUFACTURING ALONG THE WHOLE VALUE CHAIN.





CARING FOR GLOBAL WATER RESOURCES IS UNDOUBTEDLY ONE OF THE BIGGEST ENVIRONMENTAL PRIORITIES,

Actions for sustainable water management are initiated at various levels – both governmental and regional, or local ones; sometimes they are of supraregional character. The measures taken by the SABMiller Group for conservation of water resources would not be possible without partnership with governments, NGOs and other stakeholders with the same aim. Under the Water Futures Cooperation with WWF (World Wildlife Fund) and GIZ (German international development agency), SABMiller takes part in drawing up new concepts for water management.

Earlier actions in this field have been published in the official report, the Water Futures Report. On the global scale, SABMiller engages in co-operation to protect watersheds, whereas Kompania Piwowska successfully observes the priority of reducing water used for beer manufacturing at the same time increasing production volumes.

WHAT IS THE COMPANY'S RESPONSE? KOMPANIA PIWOWARSKA TAKES MEASURES AIMING AT IMPROVEMENT IN QUALITY OF WATER AND WASTEWATER MANAGEMENT THROUGH THE FOLLOWING:

- Optimisation of corporate water use and waste water management. The ratio of water used per unit of manufactured beer is monitored in every brewery and subjected to thorough analyses. Modern technological solutions are implemented to minimise water consumption. Waste water from the manufacturing process are discharged into the environment after prior treatment in a company or municipal waste water treatment plant in line with the legal regulations in force.
- Identification of availability of water resources. Exploitation of the company's own underground water wells takes place under the rules set forth in the separate permits in a manner that does not endanger the workable resources. In the case of new well holes, several geological and hydro-geological surveys are carried out before drilling to determine minimum workable resources in an aquifer.
- Cooperation with local communities. Kompania Piwowska informs on a regular basis both the local community and the wider public about the range of its activities, including indices for water use, in its own journals, such as "Report. Corporate responsibility" and "Environment Report".



Global water resources are limited and therefore saving water is a duty of every man and woman. The rich North countries, which we also represent, use too much water, considering its resources unlimited.

Therefore we should be responsible for saving water.

Nowadays business social responsibility is a commonly used phrase but most people are unaware that responsibility also includes economic use of water resources and caring of the environment so that water resources are free of pollution.

We all are responsible.

Our future – with water or without it – depends on our attitude.

JANINA OCHOJSKA
PRESIDENT OF THE BOARD,
POLISH HUMANITARIAN ACTION

OPTIMISATION OF WATER USE AND WASTEWATER MANAGEMENT AT KOMPANIA PIWOWARSKA

Water is one of the main beer ingredients and therefore it is particularly valuable in the brewing industry. It is delivered to individual breweries from our own water wells (underground water) or from municipal water supply systems. Then it is subjected to treatment to adapt its parameters to the requirements used in the beer industry. Kompania Piwowska is aware that water is an indispensable part of human life and its resources are not infinite. That awareness allows for constant improvements in the manufacturing process, which result in the fact that water usage per unit of manufactured beer decreases every year. At present, the global index of water consumption for the whole company equals 3.01 hl of water per 1 hl of manufactured beer (for fiscal year F12). By comparison, the index in fiscal year F11 equalled 3.21 hl of water/hl of manufactured beer, and in F03 –4.6. Thus, it is justified to say that measures taken in recent years have produced a significant effect.



One would think that the field of rational management of water resources receives enough attention. However, it should be borne in mind that the global population is growing and we manufacture more and more goods, and water resources are not going to expand. Therefore, our company believes that education on this topic should never be discontinued. It is worthwhile sharing good practices and introducing innovative solutions in water management.

KLAUDYNA GRUSZECKA
ENVIRONMENT PROTECTION MANAGER

WATER CONSUMPTION IN HL

	F11	F12
TOTAL WATER CONSUMPTION	46,134,680 HL	41,045,198 HL
MUNICIPAL WATER SUPPLY	33,056,450 HL	28,990,628 HL
WATER DRAWN FROM OWN WELLS	13,078,230 HL	12,054,570 HL

Use of water for technological processes is inherently related to wastewater production. Being aware of the dangers related to uncontrolled discharge of contaminated water, Kompania Piwowska thoroughly controls the cycle of its own wastewater. The basic principle observed

in each of the breweries belonging to Kompania Piwowska is wastewater treatment prior to its discharge into the environment. In Tychy, it is pretreated in the company's anaerobic wastewater pretreatment plant prior to discharge into the sewage system. In other breweries wastewater is transferred directly to municipal wastewater treatment plants.

WASTEWATER CHARACTERISTICS

	F11	F12
WASTEWATER VOLUME	2,981,547 m ³	2,682,734 m ³
CHEMICAL OXYGEN DEMAND (BEFORE TREATMENT IN MUNICIPAL WASTEWATER TREATMENT PLANT)	3,713,277 g/m ³	2,921,57 g/m ³
SUSPENDED SOLIDS (BEFORE TREATMENT IN MUNICIPAL WASTEWATER TREATMENT PLANT)	827,94 g/m ³	591,64 g/m ³

In order to reduce the amount of wastewater, water used for the manufacturing process is partly recovered for reuse.

- Manners of water reuse:
- use of water from boiling pot condensate for preliminary flushing of whirlpools,
 - use of water from final flushing for external flushing at a CIP station
 - use of excessive water from bottle washer for cleaning empty cases,
 - feeding conveyor sprayers with return water from can and bottle washers,
 - water cascade recycling in foam breakers.



WATER AND WASTEWATER HANDLING INITIATIVES / INVESTMENTS AIMED AT ENVIRONMENTAL IMPACT REDUCTION

PROJECT NAME	ENVIRONMENTAL EFFECT
WATER SUPPLY AND WASTEWATER INITIATIVES / PROJECTS DESIGNED TO REDUCE ENVIRONMENTAL IMPACT	STATE-OF-THE-ART CLOSED-CIRCULATION CLEANING INSTALLATIONS HELPED SUBSTANTIALLY REDUCE WATER CONSUMPTION AND WASTE GENERATION
WASTEWATER (MEASURING EQUIPMENT, GRAIN STILLAGE AND YEAST TANKS, BEER WHIRLPOOL)	REDUCED RISK OF ORGANIC COMPOUNDS FROM GRAIN STILLAGE AND YEAST MIGRATING INTO WASTEWATER – THEIR PRESENCE IN WASTEWATER INCREASES CONTAMINATION LOADS AND, AS A CONSEQUENCE, MAKES IT IMPOSSIBLE TO ACHIEVE LEGALLY REQUIRED PARAMETERS THROUGH TREATMENT.

CONSTRUCTION OF A WASTEWATER NEUTRALIZER IN POZNAŃ BREWERY WAS COMPLETED IN 2012. IT AVERAGES PH OF EFFLUENTS TRANSFERRED TO THE MUNICIPAL WWT PLANT. COST OF THE INVESTMENTS AMOUNTED TO **6,252,202 PLN.**

WATER AND WASTEWATER HANDLING IN SPECIFIC BREWERIES OF KOMPANIA PIWOWARSKA

THE TYCHY BREWERY

In Tychy brewery, water for manufacturing purposes is extracted from the company's own underground water wells. Water for other purposes is delivered from the municipal water supply system. As one of numerous solutions aimed at reducing water usage, Tychy brewery has implemented a system of reusing water from one process for other processes (e.g., water used for flushing cans is reused for washing conveyors). Thanks to the optimisations introduced into the manufacturing process (among others. reuse of 501,327 hl) in the F12 fiscal year the ratio of water use equalled 2.89 hl of water/hl of beer in comparison to that in F11 – 3.26. The ratio achieved in the last fiscal year is the lowest in the SABMiller Group and it indicates very good water management.

Wastewater generated in manufacturing processes are transferred to a plant pretreatment plant in which anaerobic methods with granulated sludge are applied.

The technology is based on the ability of anaerobic microorganisms under specific conditions to produce granulated sludge having high sedimentation ability and high biochemical activity. The pretreatment plant is equipped with a central inspection system and a visualisation of technological processes. Anaerobic fermentation also yields biogas, which is stored and used as normal fuel for company boilers. In fiscal year F11 the ratio of wastewater amount per unit of manufactured beer in Tychy equalled 2.1 hl of wastewater/hl of beer, and in F12 – 1.96 hl/hl. Thus, the amount of wastewater produced has been reduced by over 38% in comparison to fiscal year F03, when the ratio was 3.2 hectolitres of wastewater per hectolitre of beer.

THE POZNAŃ BREWERY

Water used for the manufacturing process and for other purposes is delivered to the brewery from the water supply system. Prior to use, it is processed in the company's own water treatment plant. As a result, the water obtained is of high quality and meets all sanitary requirements, making it possible to maintain the special taste of the beer. Water is reused in the Poznań brewery to reduce its consumption. Additionally, a number of improvements have been implemented into brewery operations to achieve a very low ratio of water usage. They include reuse of water in the processes of washing and pasteurization, reduced frequency of forcing wort and beer out of pipelines, replacing bottle washers with rinsers, giving up use of water for cooling boiler blowdowns.

The impressive index of 3.09 hl of water per hectolitre of beer has been achieved in fiscal year F12. The brewery discharges industrial wastewater (a mix of technological and municipal sewage) into the municipal sewage system, which is then directly transferred to the municipal wastewater treatment plant. Prior to discharge into the sewage system, aggressive wastewater (alkaline/acidic) is directed to the newly erected neutralizer where pH is corrected. In fiscal year F12 the Poznań brewery achieved the record-breaking index of wastewater amount per unit of manufactured beer equalling 1.98. Since fiscal year F03 the ratio has decreased by 1.02 hl, that is by 31.5%. Assuming that the guidelines for the best available technologies in the brewing industry indicate wastewater production ranging from 2.7 to 4.2 hl of wastewater per hectolitre of beer, the result achieved by the brewery in Poznań confirms its advanced technology and the care for the environment in the brewery.

THE BIAŁYSTOK BREWERY

Water is delivered to the brewery from the municipal water supply system. The delivered water is subjected to processing to adapt its characteristics to brewing industry requirements. Industrial wastewater produced in the brewery is discharged into the municipal wastewater treatment plant along with sanitary sewage. Since acquisition of the brewery in Białystok by Kompania Piwowarska, thorough modernisation and improvements in production lines have been implemented. The measures taken have led, among other things, to a considerable reduction in the water usage ratio in relation to production volumes. That ratio has declined from a level of 4.5 hl of water per hectolitre of beer achieved in fiscal year F04, to a level of 3.17 in fiscal year F12. This was possible, among other reasons, due to the reuse of 283,302 hl of water. A similar result has been achieved for the ratio of wastewater production. After completion of brewery modernisation, the ratio of produced wastewater to the production volume of beer declined from 4.2 (in fiscal year F04) to 2.00 (in fiscal year F12). Thus, as a result of the measures taken, in 8 years the brewery in Białystok has reduced the amount of wastewater produced by over 52%. That result indicates the considerable engagement of the company's staff both in improvements in production technology, and environmental protection.



7.0 / REDUCING OUR ENERGY AND CARBON FOOTPRINT

CLIMATE CHANGE IS A PROBLEM AROUSING GROWING CONCERN
ALL OVER THE WORLD, IN PARTICULAR WITH RESPECT TO ITS EFFECT
ON THE WEATHER, WATER AVAILABILITY AND GRAIN YIELD.
CLIMATE CHANGE LEADS TO RISING SEA LEVELS, SHRINKING GLACIERS
AND INCREASED FREQUENCY OF VIOLENT STORMS, FLOODS
AND OTHER NATURAL DISASTERS.

THE CLIMATE IS CHANGING AND TO A LARGE DEGREE HUMANS ACCOUNT FOR THAT CHANGE. GREENHOUSE GASES EMITTED, AMONG OTHERS FROM VEHICLES, POWER PLANTS AND OTHER HUMAN OPERATIONS, AND NOT NATURAL TRENDS, ARE THE BASIC CAUSE OF THE CLIMATE WARMING OBSERVED AT PRESENT.

Concentrations of carbon dioxide (CO₂) in the atmosphere, which is the main greenhouse gas, originating from the combustion of fossil fuels have reached a level which is the highest for at least 800,000 years. Greenhouse gases emitted by man retain the Sun's energy in the Earth's atmosphere, which leads to increasing temperatures. During the last century, the average temperature on Earth has grown by over 1°C, and in certain regions by even 4°C. Scientists expect that if the increase in the amount of greenhouse gases emitted by humans is not inhibited, the temperature may grow by the end of this century by as much as by 11°C, which may lead to immense and irreversible climate change and serious consequences for the human race and the whole world.

BY THE END OF THE CENTURY THE TEMPERATURE MAY GROW BY AS MUCH AS 11°C

In the European Union, energy from renewable sources covered 11.7% of total demand. According to the climate and energy package, in 2020 that share should equal 20%. Each of the member States, including Poland, has individual targets assigned under the package scheme. For Poland, the planned share of renewable energy by 2020 equals 15%. As the PwC study "The World in 2050" showed, companies recognised cheap energy, equality and social integration, and sustainable consumption and shortages of natural resources as the three most important problems related to development in 2012. 87% of respondents believe that cheap energy is important for their activities, and by 2022 that proportion will grow to 89%. Also the number of respondents to whom that issue is very important will grow considerably, from 39% in 2012 to 60% in 2022.

Economic growth is related to the growing demand for energy all over the world. Most of our needs are met with the combustion of fossil fuels, such as coal, oil or gas. During combustion, fossil fuels release carbon dioxide (CO₂) into the atmosphere. Along with other greenhouse gases, such as methane, carbon dioxide is probably an important agent leading to global warming and climate change. Energy consumption and carbon dioxide emissions are not just subjects of scientific theories anymore. Governments press for implementation of appropriate solutions, imposing tax instruments and emission charges. Poland is one of the EU countries which does best in terms of energy consumption per capita. Environment friendly investments by Kompania Piwowarska have contributed to that.

WE HAVE NO PROBLEMS WITH MEETING BREWING INDUSTRY STANDARDS CONCERNING CONSUMPTION OF HEAT AND ELECTRICITY IN FORCE IN THE EU. KOMPANIA PIWOWARSKA IS COMMITTED TO BE RESPONSIBLE FOR SOCIETY AND THE CLIMATE, AND IS DEEPLY ENGAGED IN ACTIVITIES AIMED AT REDUCING ITS IMPACT ON THE CLIMATE



**SABMILLER
COMMITMENT:
50% REDUCTION IN
EMISSIONS FROM
COMBUSTION OF FOSSIL
FUELS PER LITRE OF
MANUFACTURED BEER
BY 2020.**

WHY IS A REDUCTION IN ENERGY CONSUMPTION AND CARBON DIOXIDE EMISSIONS ONE OF OUR COMPANY'S PRIORITIES?

A lot of energy is used in beer production, not only during brewing itself but also for cooling the ready product, transporting it to clients or package manufacturing. Effective use, investments in renewable energy sources and self-generated energy are our methods of assisting in environmental protection. Thus, we reduce emissions of greenhouse gases and save money using those methods. Governments are striving to reduce the amount of greenhouse gases in the atmosphere, introducing pollutant emission limits among others for carbon dioxide.

OUR RESPONSE:

We have developed a new strategy related to climate change which focuses on seven elements. Four of them are as follows: improving energy efficiency, switching to cleaner fossil fuels, investing in renewables and utilising carbon trading to reduce risk and create value are directly related to our business. The other three concern emissions management in our value chain and are related to transport and packaging production. We have evaluated the level of our carbon dioxide emissions and we are beginning to understand which parts of our chain of values lead to the highest emissions. We set the goal of a 50% reduction in emissions from combustion of fossil fuels per litre of manufactured beer by 2020. We are cooperating with our suppliers on searching for improvements in joint activities.

THE COMMITMENTS OF KOMPANIA PIWOWARSKA WITH RESPECT TO ENERGY MANAGEMENT AND EMISSIONS OF CARBON COMPOUNDS: JOINING THE SABMILLER GROUP, KOMPANIA PIWOWARSKA HAS COMMITTED ITSELF TO OBSERVE THE RULES FOR ENERGY MANAGEMENT AND EMISSIONS OF CARBON COMPOUNDS ACCORDING TO THE GUIDELINES INCLUDED IN THE SABMILLER COMMITMENT. KOMPANIA PIWOWARSKA MEETS THE REQUIREMENTS OF THE COMMITMENT IN EVERY FIELD WHILE SETTING ITS OWN NEW GOALS. THE FOLLOWING ACTIVITIES GIVE US A HIGH RANK IN TERMS OF MEETING THOSE REQUIREMENTS:

REDUCTION IN ENERGY CONSUMPTION DURING MANUFACTURING PROCESSES

– monitoring of electric and heat energy consumption is carried out in all breweries which allows identification of the efficiency of the current manufacturing processes. Additionally, monitoring of fuel use in boiler plants is carried out in Tychy and Poznań breweries, which makes it possible to estimate CO₂ emissions on an ongoing basis. At the same time, work on improvement in technological processes and modernisation of the existing systems are under way in all the breweries. In recent years, those measures have allowed for a considerable reduction in energy consumption ratios. The ratio of produced heat energy per unit of beer manufactured in Poznań brewery has successively declined from a level of 135.39 MJ energy/hl of beer recorded in F03, to 66.51 in F12. For electric energy, in the financial year F12 the global ratio for the whole of Kompania Piwowarska equalled 5.91 kWh/hl of beer. The reference ratio of electric energy consumption defined in BAT (Best Available Technology) for the brewing industry ranges from 8 to 12 kWh/hl of beer. The ratio achieved by KP indicates the deep engagement of breweries in reducing energy in manufacturing processes.

SWITCHING TO FUELS OF LOW CARBON COMPOUND CONTENT

– being aware of adverse effects on the atmosphere, in 2006 Kompania Piwowarska liquidated an operating coal boiler plant and replaced it with a modern gas-oil installation. Replacement of coal fuel with gas and oil has been contributing to a considerable reduction in emissions of mineral carbon compounds to the atmosphere. In the Tychy brewery, the gas-oil boiler plant has been in operation since 2002. The boiler plant is additionally fuelled with biogas generated in the wastewater pretreatment plant. In the fiscal year F12, the amount of heat used by the breweries in Poznań and in Tychy from so-called own sources generated from gas/oil/biogas equalled 796,156,835, 6 MJ. In the Białystok brewery, heat is delivered by an external supplier.



**INVESTING
IN RENEWABLES**

– using “clean energy” depends mainly on technological limitations and the availability of “clean” fuels. The technological conditions in the Tychy brewery allow for the use of renewable energy in the form of biogas produced in the local wastewater pretreatment plant. Thanks to its composition, biogas is combusted along with natural gas. In the fiscal year F12 the amount of combusted biogas equalled 16.9% of the total amount of gas combusted in the boiler plant. Applying such a cutting-edge solution provides both economic and environmental benefits.

IMPROVEMENT IN TECHNOLOGY

– in terms of energy savings this commitment consists, among others, in the search for possibilities to recycle energy and the selection of installations where low energy consumption is the main criterion. As regards heat energy recycling, all the breweries are equipped with a system for recovery of process heat from boiling pots installed in the boiling department. Approximately 0.8 litres of water at a temperature of approximately 98°C can be obtained from every litre of steam evaporated from wort boiling in a boiler. Thus, use of the above heat recovery systems makes a considerable reduction in demand for process steam possible. In all the breweries representing KP, modern machines and installations manufactured by renowned companies are used. A selection of equipment produced by renowned manufacturers ensures that cutting-edge technologies have been used so that the obtained indices of energy efficiency are satisfactory.

ENERGY CONSUMPTION

F11	87,579,223.50 KWH
F12	80,687,663.09 KWH

HEAT CONSUMPTION

F11	943,655,506.1 MJ
F12	888,217,891.00 MJ

NOx* EMISSIONS

F11	47.350 MG
F12	39.44 MG

SOx* EMISSIONS

F11	0.310 MG
F12	0.2 MG

CO EMISSIONS

F11	3.0462 MG
F12	3.2997 MG

CO2 EMISSIONS

F11	41,480 MG
F12	37,653.02 MG

*Methods for NOx and SOx measurements are based on PN-ISO 10396:2001 (A)



INITIATIVES/INVESTMENTS RELATED TO POWER MANAGEMENT AND EMISSION LIMITATION AIMED AT REDUCING ENVIRONMENTAL IMPACT

PROJECT NAME	ENVIRONMENTAL EFFECT
CO2 RECOVERY STATIONS	→ ODZYSK CO2 POWODUJE BRAK KONIECZNOŚCI ZAKUPU CO2 DO PROCESU PRODUKCJI PIWA.
PHADUCO ENERGY RESERVOIR WITH A RECOVERY SYSTEM	→ LOWER HEAT CONSUMPTION REDUCING THE DEMAND FOR HEAT FROM BURNING SUCH NATURAL RESOURCES AS NATURAL GAS, COAL AND HEATING OIL
HEAT RECOVERY FROM AMMONIA CONDENSATION TO EVAPORATE CO2	→ USE OF WASTE HEAT GENERATED IN AMMONIUM CONDENSATION FOR AMMONIA EVAPORATION – REPLACEMENT OF VAPORIZERS.
COMBUSTION OF BIOGAS GENERATED IN THE PROCESS OF WASTEWATER TREATMENT ALONG WITH NATURAL GAS IN THE COMPANY BOILER PLANT	→ ANNUALLY, TYCH BREWERY USES ABOUT 11-17% OF RENEWABLE ENERGY (BIOGAS) WHICH RANSLATES INTO HEATING OIL / GAS CONSUMPTION REDUCTION.

ENERGY MANAGEMENT IN THE INDIVIDUAL BREWERIES OF KOMPANIA PIWOWARSKA

Generation of electric and heat energy is directly related to emissions of various substances into the atmosphere. When own sources of energy are used, we are dealing with a direct impact on the atmosphere through emission of substances released during fuel combustion. When energy is purchased from an external supplier, the impact is often called indirect; that is, a plant does not emit any substances into the air directly from a manufacturing process but instead uses a product generated in the process. Kompania Piwowarska owns heat energy sources in the breweries in Poznań and Tychy. The brewery in Białystok receives heat energy from an external supplier. Thus, the breweries in Poznań and Tychy have a direct impact on condition of the air through emitting substances released during fuel combustion, whereas the brewery in Białystok has an indirect impact on the atmosphere. As regards electric power, all three breweries of Kompania Piwowarska make use of services provided by local suppliers. Thus, they emit substances into the air indirectly. That is, they do not directly participate in the production process but they use the product generated in the process. All the breweries attach considerable importance to sound management of energy and heat. Employees of the breweries keep searching for new solutions, reducing the usage of energy carriers. Since 1st of January, 2005, the European Union Emission Trading Scheme has been in operation in Poland, whose primary aim is to reduce emissions of greenhouse gases into the atmosphere. As they operate boiler plants of a capacity exceeding 20 MW, the breweries in Poznań and Tychy have obligatorily become participants of the system. Participation in the system is associated with a number of duties imposed on a plant, related to reductions in greenhouse gas emissions and annual reporting.



The Kompania Piwowarska breweries are among the most efficient in the world in terms of energy consumption. However, we still want to reduce energy consumption through thorough monitoring of usage, constant increase in employee awareness and testing the possibilities of using renewable energy.

KLAUDYNA GRUSZECKA
ENVIRONMENT PROTECTION MANAGER

THE TYCHY BREWERY

The brewery produces all the steam used in the manufacturing process in its own gas-oil boiler plant. It is a modern boiler plant of 35.1 MW capacity, fuelled by nitrogen-rich natural gas and, in case of supply breaks – with light heating oil. The boiler plant was commissioned in April 2006, replacing the old coal boiler plant. Switching from coal to gas and oil fuel exemplifies the implementation of the guidelines set forth in the Kyoto Protocol by the brewery in Poznań. The measures taken have resulted not only in a considerable reduction in emissions of carbon dioxide but also of other substances emitted as a result of fuel combustion. As the brewery in Poznań operates a boiler plant of capacity over 20MW (both coal and gas-oil boiler plants), it qualifies for the EU Emission Trading Scheme. In the National Allocation Plan for carbon dioxide emission it has been assigned number 533.

THE POZNAŃ BREWERY

The brewery produces all the steam used in the manufacturing process in its own gas-oil boiler plant. It is a modern boiler plant of 35.1 MW capacity, fuelled by nitrogen-rich natural gas and, in case of supply breaks – with light heating oil. The boiler plant was commissioned in April 2006, replacing the old coal boiler plant. Switching from coal to gas and oil fuel exemplifies the implementation of the guidelines set forth in the Kyoto Protocol by the brewery in Poznań. The measures taken have resulted not only in a considerable reduction in emissions of carbon dioxide but also of other substances emitted as a result of fuel combustion. As the brewery in Poznań operates a boiler plant of capacity over 20MW (both coal and gas-oil boiler plants), it qualifies for the EU Emission Trading Scheme. In the National Allocation Plan for carbon dioxide emission it has been assigned number 533.

THE BIAŁYSTOK BREWERY

Process steam used for the manufacturing process is delivered from a municipal heat and power generating plant. Thus, the brewery in Białystok does not emit to the environment any substances in relation to direct energy production. As the brewery in Białystok does not operate any boiler plants, it does not qualify for the EU Emissions Trading Scheme. Both its location and economic factors indicate that the applied solution is the best option both for the brewery and the natural environment.

FUEL CONSUMED FOR TRANSPORT PURPOSES (CALORIFIC VALUE: 39.2 MJ/L)

PETROL

F11	30,574,095.66 MJ
F12	28,340,144.11 MJ

DIESEL FUEL

F11	195,007,373.3 MJ
F12	196,861,233.40 MJ

DISTANCES DRIVEN BY TRANSPORT VEHICLES (FUEL CALORIFIC VALUE: 39.2 MJ/L)

TRUCKS

F11	8,119,903 KM
F12	6,949,083 KM

CARS

F11	43,485,201 KM
F12	41,653,043 KM



8.0/ RECYCLING AND REUSE OF PACKAGING WASTE

AS THEY GROW SOCIETIES TEND TO ENJOY HIGHER LIVING STANDARDS AND INCREASED CONSUMPTION. YET GROWTH ALSO TRANSLATES INTO MORE PACKAGING WASTE BEING GENERATED.

THERE IS A GROWING AWARENESS OF HOW PACKAGING WASTE AFFECTS THE ENVIRONMENT. SHOPPERS HAVE THE CHOICE OF BUYING THE KINDS OF PRODUCTS THAT ARE EASY TO RECYCLE. SPECIAL PACKAGE MARKINGS ARE USED TO AID CONSUMERS IN THEIR DECISIONS. THE ENVIRONMENTAL IMPACT OF PACKAGING LASTS THROUGHOUT ITS ENTIRE LIFE-CYCLE FROM RAW MATERIAL TO ULTIMATE DISPOSAL

Where no adequate waste collection systems and no waste recycling facilities are available, as is particularly common in developing countries, packaging waste problems mount. It is therefore essential to find the best way to treat waste without harming the environment. At Kompania Piwowarska, we strive to recycle waste throughout our supply chains from suppliers to package users – both on the side of packaging suppliers and users. We have put in place special procedures for waste collection and sorting at source and for temporary waste storage at designated locations. A separate procedure has been developed to describe the selection, design and specifications of packages with a view to meeting environmental protection standards.

The growing costs of compliance with packaging and packaging waste legislation have placed a considerable burden on businesses. Added to this expense are the high costs of raw materials. To cope, companies are forced to resort to cheaper and more sustainable alternatives to traditional packages.

WHY HAVE WE MADE PACKAGING WASTE RE-USE AND RECYCLING OUR PRIORITY?

- Packages protect our products and ensure they retain their high quality. They also help set our brands apart from others on the shelf and influence consumers' buying decisions.
- Our packages are not environmentally neutral. By reducing their weight, reusing them and promoting recycling/recovery, we save money and raw materials and send less waste to landfills.
- Minimizing the impact of packaging is a key way to protect the environment.



OUR RESPONSE:

- We have developed a detailed packaging strategy which helps us consistently adhere to design, use and recovery/disposal guidelines for all packages and materials used in production. The strategy is aligned with our global packaging standards and ensures consistency across all of our packaging materials in terms of quality and environmental impact.
- As part of our new strategy of increasing energy efficiency and reducing carbon emissions, we have been seeking ways to employ packaging material manufacturing technologies with the smallest possible carbon footprint.
- We strive to recover our packaging wherever possible; in addition, returnable bottle projects have been launched all around the globe. Glass bottles account for 47% of all packages used, in Poland 86% of these are returnable.
- To create the ideal process for the multiple use and recycling of packages, we focus on:
 - increasing the recyclable portion of a package, increasing the share of recyclable materials comprised in packages,
 - eliminating packaging and reducing package weight – we reduce the number of packages used to store and deliver products and design packages to achieve the lowest technologically feasible weight,
 - sorting and recycling/recovering packaging waste – we use markings and design packages in consultation with our suppliers to ensure the products are best recycled and/or reused,
 - the presence of heavy metals – we seek fully to eliminate heavy metals from our packages where technically feasible; elsewhere, our goal is to reduce heavy metal content to 100 mg/kg,
 - packaging losses and postconsumption recycling – we seek to reduce packaging losses arising during production on plant premises, e.g. while washing glass containers. We work together with local community organizations to embrace new and improve existing recycling systems, while creating jobs where possible.



PACKAGING TYPES

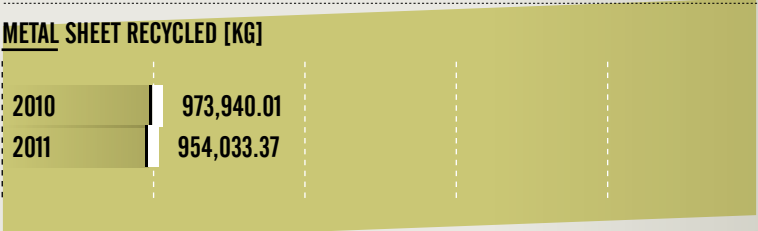
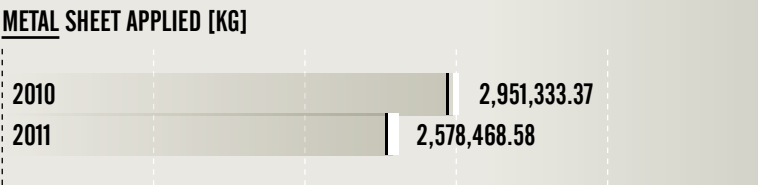
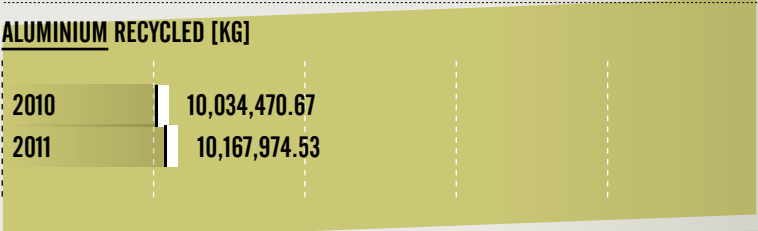
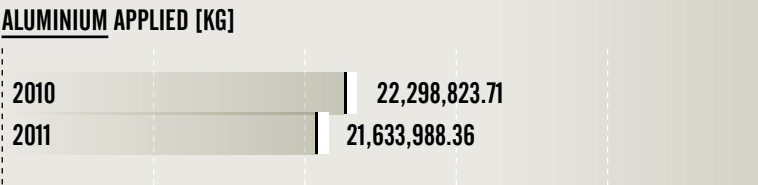
Breweries pack and distribute beer in three types of packaging: kegs, aluminium cans and glass bottles. The basic packaging type used for all the beer brands we make are multiple use 0.5 l glass bottles. They are used several times during their lifecycle. Before reuse, a returnable bottle passes through a washing line. In addition to returnable bottles, breweries rely on 0.5 L or smaller aluminium cans. Also in use are 5 L varieties, which are usually applied on a temporary basis. Used aluminium cans are selectively collected almost across the entire country by the public utilities, recovery organizations and at non-ferrous metal collection points. Selective collection at source relies on bins set out around cities and at municipal sorting facilities. Once collected, the packaging is washed. It constitutes a valuable resource for aluminium works where they are ultimately melted in foundries. On-premise establishments of final consumption such as pubs and restaurants serve beer out of both bottles and kegs. Made of acid-proof steel, kegs come in 30 and 50 litre varieties. They are returnable and designed for multiple use. Hence, despite the fact that a considerable amount of raw material goes into their production, kegs are nevertheless environmentally friendly.

PACKAGING REUSE AND RECYCLING

In 2011, Kompania Piwowarska recycled used packaging at the rate of minimum: 46% for glass packaging, 47% for aluminium, 37% for steel, 54% for paper and cardboard, 19% for plastics and 15% for wood. Reuse of packaging wastes reached a level of 55%. Kompania Piwowarska has outsourced package recycling to a recovery organization. That organization specializes in recovering production packaging waste as laid down in the relevant legislation. It sets up a sustainable system of selective collection and treatment and runs recovery projects with a particular focus on waste recycling and environmental education. The organization guarantees honest and professional handling of the collected packaging waste

The lifespan of a returnable bottle is measured by the number of cycles during its life:

- the gold (brown) bottle – 14 cycles
- green bottle – 6 cycles



QUANTITIES OF PRODUCTS AND REUSED PACKAGING MATERIALS BY MATERIAL TYPE FROM 2010 TO 2011

PAPER AND CARDBOARD APPLIED [KG]

2010	8,369,700.45
2011	7,414,116.44

PAPER AND CARDBOARD RECYCLED [KG]

2010	4,352,244.24
2011	4,003,622.88

PAPER AND CARDBOARD RECOVERED [KG]

83,697.00	2010
74,141.16	2011

PLASTICS APPLIED [KG]

2010	3,210,320.36
2011	3,859,536.72

PLASTICS RECYCLED [KG]

2010	577,857.66
2011	733,313.88

PLASTICS RECOVERED [KG]

2010	1,123,612.12
2011	1,389,436.82

GLASS APPLIED [KG]

2010	85,951,544.87
2011	68,876,792.66

GLASS RECYCLED [KG]

2010	36,959,164.29
2011	31,683,324.62

GLASS RECOVERED [KG]

8,595,154.49	
6,198,911.34	

WOODEN PALLETS APPLIED [KG]

2010	4,180,635.18
2011	5,059,191.53

WOODEN PALLETS RECYCLED [KG]

2010	627,095.28
2011	758,878.73

WOODEN PALLETS RECOVERED [KG]

1,588,641.37	
2,023,676.61	



RECYCLING IN TYCHY, POZNAŃ AND BIAŁYSTOK BREWERIES

THE TYCHY, POZNAŃ AND BIAŁYSTOK BREWERIES SHARE A SINGLE RETURNABLE BOTTLE DESIGN WHICH IS COMMON FOR ALL OF KP's OFF SALES BEERS

The strategy not only helps the consumer to spot the best beer on the shelf but also, even more importantly, facilitates the free movement of returnable packages from Distribution Centers to any brewery in need of resupplying its packaging stocks.

In recent years the demand for canned beer (in aluminium cans) has gone up. Customers who select cans are most likely swayed by convenience and, even more so, by the two major advantages of cans: their lightness and resistance to damage in transit and storage.

Yet, the production of aluminium cans places a heavy burden on the environment. Thus, the can recycling level should be as high as possible.

The Poznań brewery also makes frequent use of disposable 0.33 L and 0.66 L bottles. Similar to aluminium packaging, used glass packaging is collected selectively. Once collected, the packages are washed in sorting lines and handed over to glassworks in the form of cullet with the desired technical specifications.

PACK MARKET SHARES BASED ON ACTUAL SALES VOLUMES IN F12 (%):

NON-RETURNABLE BOTTLE	→ 4%
RETURNABLE BOTTLE	→ 42%
CAN	→ 49%
KEG	→ 5%

In F12 we have introduced many novelties, among others the Alaska bottle, used for the Lech brand. Innovation consisted also in reduction in bottle weight, change to labels and caps. All the changes were made in line with the guidelines resulting from agreements with suppliers and aims of KP sustainable development.

BOTTLES

- Alaska 330: weight 230g - formerly: Ufoludek 330: weight 245g
- Alaska 500: weight 378g - formerly: Ufoludek 500: weight 380 g
- Alaska 650: weight 420g - formerly: Ufoludek 660: weight 435g

LABELS

- Lech Premium 650 ml label – grammage changed from 71g/m² to 68 g/m²

CAPS

- Reduction on metal sheet thickness from 0.22 mm to 0.18 mm (in F12 all tests have been completed)



A NEW BOTTLE FOR THE LECH PREMIUM BRAND

In early March, 2012, the key package for traditional sale changed, that is, the 500 ml bottle. A 330 ml and 650 ml bottle were introduced along with it. The new bottle's name is Lech Easy Grip™, and it is lighter than the previous one. The new bottle is the first in Poland to include the Easy Grip system, that is, special projections on the bottle sides allowing for a solid and comfortable grip. The projections constituting a unique grip are not the only elements pressed onto the bottle's glass surface. There is also the symbol of the city of Poznań, of two billy goats locking horns, to stress the beer's origins on the bottle. They can be found above and below the modified, modernised label. The new bottle shapes are available in capacities of 330 ml, 500 ml and 650 ml and collection packs (foil packs, trays, cardboard boxes). The half-litre bottle is returnable.



WE ARE "IN TUNE WITH NATURE"

In the spring of 2007, Kompania Piwowarska launched In Tune with Nature (Zgrani z naturą), an employee environmental education program of a kind never before seen in Poland. It relies on humour and a friendly approach to teaching ways to care for the environment. "In tune with nature" has put a human face on ecology. What behaviours does it encourage? The goal is to reduce wastestream volumes, sort waste smartly and conserve water, electricity and heat not only in the workplace but also at home. Every participant will find that caring for the environment ultimately means caring for the quality of their life. The program is supported by recycling and environmental protection role models. The employees can use the internal community website malepiwo.pl to share ideas and interesting pieces of environmental information.

THE GREEN WARDROBE

The Green Wardrobe is a meeting of environmental character designed primarily to promote the recycling of clothing and accessories. Admission to this environmental event is gained by bringing in second-hand apparel. All articles of clothing end up in a common pool. What follows is a fashion frenzy, a madness of trying on and selecting. To add another attraction, the organizer arranges for stylist consultations on current fashion trends. The stylist shares secret tips and tricks known to image consultants and the latest news on beauty care. Ladies employed in Kompania Piwowarska are invited to the event, along with their female friends and the female partners of Company employees. Some of the clothes are donated to non-governmental organizations which support women in poverty. Under the project we have been cooperating with NGOs supporting women in poverty and we pass clothes onto them collected during "Green Wardrobe" meetings. The meetings have been held in Kompania Piwowarska since 2007 in four locations: Warszawa, Poznań, Tychy and Białystok.



9.0/ WORKING TOWARDS ZERO-WASTE OPERATIONS

ECONOMIC AND POPULATION GROWTH FUELS
CONSUMPTION AND THE VOLUME OF WASTE
GENERATED AROUND THE GLOBE.



TYSKIE
Made in Poland

Tyskie. Z polski!
REGISTERED TRADE MARK

EVERYONE IS A CONSUMER. FOOD, CLOTHING, HOUSEHOLD GOODS AND MANY OTHER PRODUCTS ARE BOUGHT EVERY DAY. THE SIDE EFFECT OF CONSUMPTION IS WASTE, WHICH PLACES A HEAVY BURDEN ON NATURE. THIS MAKES WASTE MANAGEMENT A PRIORITY. TRADITIONAL WASTE INCINERATION ALSO HAS AN ADVERSE ENVIRONMENTAL IMPACT. GOVERNMENTS ENSURE WASTE REDUCTION BY IMPOSING FISCAL MEASURES AND PASSING LAWS ON WASTE RECYCLING.

WHY HAVE WE MADE WASTE MANAGEMENT OUR COMPANY'S PRIORITY?

- Reducing the volume of waste we generate and finding alternative means for its reuse are key to protecting the environment
- Waste management is becoming an issue of great importance, and the traditional method, i.e. landfilling, has been shown to damage the environment.
- As the majority of the waste generated in the brewing business comes from production and product packaging, our goal is to fully eliminate post-production waste. To that end, the Company is reducing its overall waste volume by way of segregation at source and then reuse and recycling.

OUR RESPONSE:

- We seek to reduce to the minimum the volume of waste generated in production, transport, marketing and sales. Where waste is unavoidable, it is properly removed from Company premises and handled by highly specialized companies.
- We reduce our overall waste volume and search for ways to reuse it in the best possible manner. Our aim is fully to eliminate post-production waste.
- We focus on three areas: separating post-production waste for recovery and recycling, reducing the volume of waste dumped in landfills and minimizing the environmental impact of disposed waste.
- Kompania Piwowarska boasts excellent waste management. Practically all waste originating from the manufacturing process such as grain stillage, malt dust and yeast slurry, is reused in the agriculture, pharmaceutical and cosmetics industries.
- Other waste, such as glass, non-ferrous metals, paper, cardboard, foil and wood, is sorted and handed over to specialized companies for reuse and recycling.
- As much as 98.62% of all waste generated in Kompania Piwowarska undergoes recycling, reuse or neutralization.
- To reduce waste volume, breweries have acquired can crushers and press-containers for other waste.
- Sites are being designated for temporary waste storage and sorting to ensure safety and guarantee keeping substances from seeping into the substrate.



OUR EFFORTS FOCUS ON:

- Appropriate classification and sorting waste fractions,
- Reducing the volume of landfilled waste:
 - we make sure all waste fractions are reused and recycled either internally or externally
 - we keep track of technologies to turn waste into energy,
 - we encourage suppliers to put in place systems of collecting used packaging.
- Reducing the impact of any waste sent to landfill we ensure that:
 - waste is gathered and sorted at designated sites,
 - landfills are used as intended,
 - the companies which collect our waste hold all the permits and licenses required by law.



KOMPANIA PIWOWARSKA'S WASTE MANAGEMENT COMMITMENTS

KOMPANIA PIWOWARSKA HAS FOLLOWED THROUGH ON SAMMILLER'S WASTE MANAGEMENT COMMITMENTS BY TAKING THE FOLLOWING MEASURES:

- waste production and treatment: each brewery's waste management system is geared towards directing waste to reuse or recycling where possible; the only factor that keeps us from achieving this goal are the technological limitations we encounter in processing specific types of waste and, in occasional cases, the availability of funds. The case of the Poznań brewery shows it is possible to come very close to utilizing 100% of waste for business purposes.
- waste sorting and classification – the accuracy of selective sorting depends on work-flow organization and the human factor; with superbly trained employees, it is possible to keep the waste gathered very clean and suitable for use as raw material with hardly any processing required,
- waste neutralization – for technological reasons, a certain portion of the waste needs to be neutralized. All such waste is handed over to well-tested companies which hold the required permits (administrative decisions); the correct selection of business partners is overseen by the environmental management system
- other – Kompania Piwowarska is phasing out refrigeration (and other) equipment containing CFCs or similar gases which deplete the ozone layer; these are being replaced with environmentally friendly substitutes; the phase-out includes units installed on brewery premises as well as the refrigerators and coolers managed by the Distribution.

Very few industrial plants in the world have been able to operate 100% waste free. This is commonly due to technological limitations. However, highly environmentally aware companies use every effort to approach this ideal. Substantial waste reductions come from applying more durable materials and selecting proper raw materials and their reasonable use and also reuse of materials. Where that is not possible, businesses should seek to have their waste recycled by any available means. Breweries around the world are examples of rather waste-intensive production. Yet, with a proper approach to waste management, Kompania Piwowarska has been able to handle waste as side products. Thus, the bulk of the waste it generates becomes a valuable material used by farmers and for other operations.

PRODUCTION SIDE PRODUCTS

1. GRAIN STILLAGE: grain stillage accounts for close to 80% of all brewing production waste. It is grain residue used as a raw material in beer production. It contains high quantities of digestible proteins and up to 80% moisture. Stillage is typically used as cattle, hog and poultry feed – it is usually fed fresh, or, less frequently, as silage. Farmers usually collect the total amount generated. They pick up all of the stillage coming from breweries to feed it to livestock either straight or in feed mixes. Note that in farming, stillage and dust are a complete end-product possessing the desired quality. Together, stillage and dust account for the majority of all waste generated.

2. KIESELGHUR (DIATOMACEOUS EARTH), YEAST SLURRY AND MALT DUST

Kieselghur is a sedimentary rock of organic origin comprised of silicon diatom pores. One of its applications is for beer filtration. Large amounts of waste also come from remov-

ing the postfermentation sediment known as yeast slurry. The slurry is rich in protein. It also contains large amounts of vitamin B, calcium, iron and microelements such as zinc, copper and magnesium. Yeast slurry can be readily sold to large production plants. Malt dust is generated in moving malt, germinated barley grain. Much like grain stillage, malt dust makes a highly valued animal feed additive.

3. CULLET, WRAPPING FOIL, PAPER, CARDBOARD AND ALUMINIUM

The volumes of cullet, wrapping foil, paper, cardboard and aluminium are much smaller than those of the above fractions. Most cullet is made up of damaged bottles coming from packaging lines. Cardboard and wrapping foil are what is left over after unwrapping the materials and supplies used in manufacturing. Each brewery collects all of its cullet in containers to keep out contaminants. In this form, the waste can be readily used by glassworks as a key raw material with no further processing. Similarly, all used packing materials such as paper, cardboard, foil and wood, are very pure and fit for processing as they are handed over to recycling facilities. Less than 1 percent of the total waste volume is hazardous.

WASTE: TREATMENT AT INDIVIDUAL KOMPANIA PIWOWARSKA BREWERIES

THE THREE BREWERIES USE SIMILAR METHODS TO MANAGE THEIR WASTE: VIRTUALLY ALL PRODUCTION WASTE IS REUSED FOR BUSINESS PURPOSES. WASTE MANAGEMENT IS SUBJECT TO MONITORING AND CUSTOMERS COLLECTING WASTE ARE SELECTED DEPENDING ON THEIR POTENTIAL FOR RECOVERY OR RECYCLING OF WASTE COLLECTED OR TRANSFERRING TO OTHER LICENSED ENTITIES THE WASTE IS SOLD AT CONSIDERABLE PROFIT TO INDIVIDUALS AS WELL AS LARGE PRODUCTION FACILITIES.

TOTAL WASTE WEIGHT BY TYPE AND HANDLING METHOD

ORGANIC WASTE

F11	300,455.71 Mg	- OF WHICH 100% RECYCLED / RECOVERED
F12	259,230.39 Mg	- OF WHICH 99.9% RECYCLED / RECOVERED

OTHER WASTE (INCLUDING CULLET, ALUMINIUM, PLASTICS)

F11	27,485.35 Mg	- OF WHICH 85.78% RECYCLED / RECOVERED
F12	26,071.43 Mg	- OF WHICH 85.88% RECYCLED / RECOVERED

HAZARDOUS WASTE

F11	108,241 Mg	- OF WHICH 100% RECYCLED / RECOVERED OR NEUTRALISED
F12	111,4 Mg	- OF WHICH 100% RECYCLED / RECOVERED

One type of refuse which Kompania Piwowska is legally required to treat in prescribed ways is packaging waste. In keeping with the “polluter pays” principle of the European Union, which Poland has committed to observe, Kompania Piwowska, whose products are marketed in packages, is required to achieve specified rates of reuse and recycling of such packaging waste as glass, plastics, steel, aluminium, wood and paper. Under the undersigned contract, Kompania Piwowska fulfils that duty in co-operation with the recycling company.



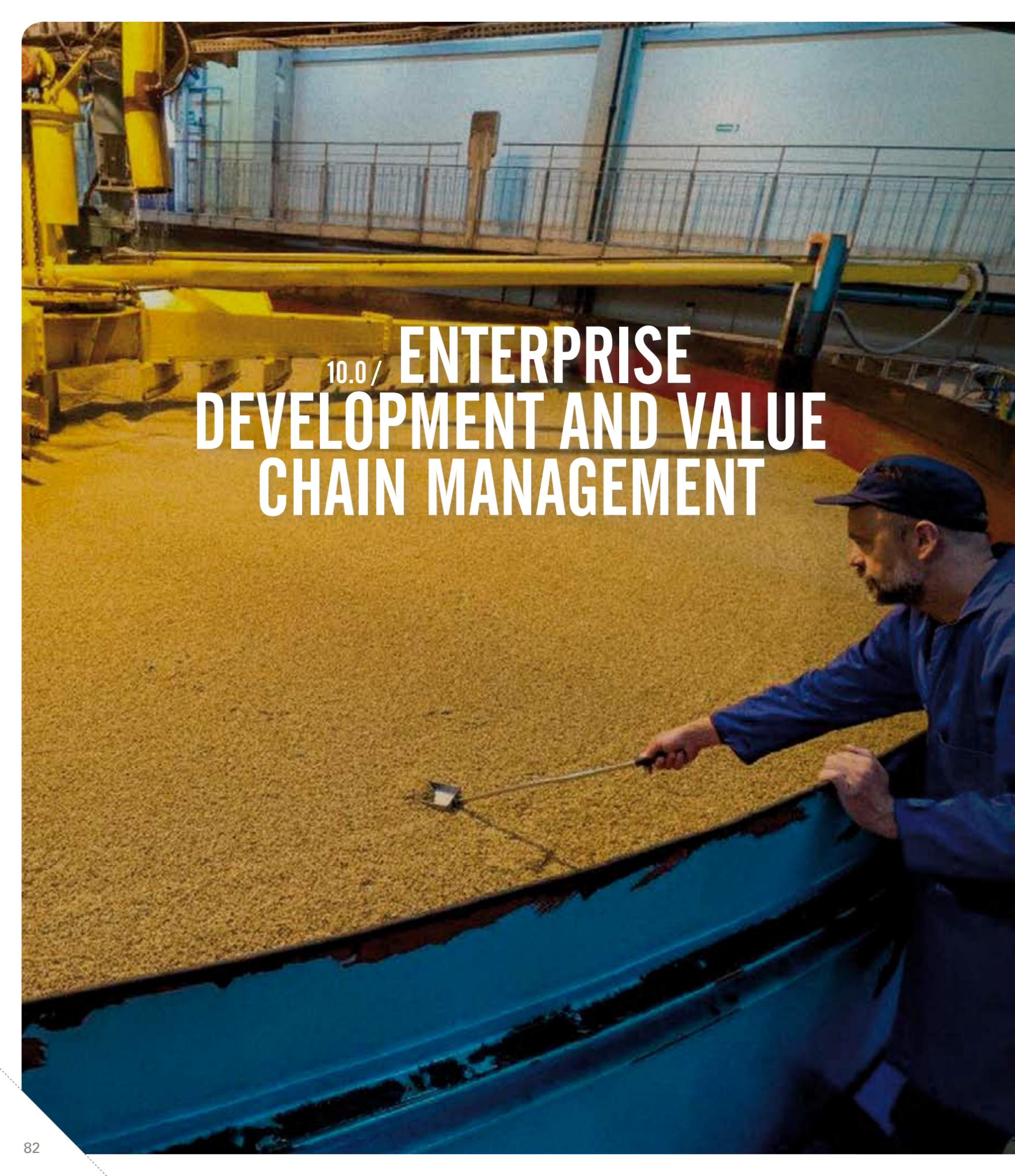
In 2012, Koba Organizacja Odzysku S.A., a part of CP Group, initiated cooperation with Kompania Piwowska with respect to recovery and recycling of aluminium packs. Thanks to that, in cooperation with the Eko Serwis (PAPC) Company, a part of CP Group, we collect and deliver every year over 28,000 tonnes of aluminium cans for recycling. Our plants in 13 locations in Poland now constitute the main pillar of selective collection of that waste in Poland. The aim of our Recovery Organisation is not only to meet the adopted duty of recovery and recycling of introduced packs but also to build public awareness of environmental issues.

Selective waste collection and caring for environmental protection are the key messages of competitions, campaigns, training on educational projects. The number of participants in our project is growing each year – last year over 70,000 people took part in those activities.

Thanks to our cooperation, Kompania Piwowska not only perfectly meets the legal duty but first of all it builds environmental awareness among stakeholders. The highest standards and the Environmental Management System EMAS that is implemented and validated in annual audits make us and our partners the elite of companies, for which care for the environment is the top priority.

To honour its achievements, the Koba Company has been nominated for the European EMAS Awards. Thanks to the cooperation with KP we continue implementing successive educational activities.

ZBIGNIEW SKOWRONEK
DIRECTOR FOR TRADE,
KOBA ORGANIZACJA ODZYSKU S.A.



10.0 / **ENTERPRISE
DEVELOPMENT AND VALUE
CHAIN MANAGEMENT**

THE WELL-BEING OF SOCIETY AND THE ENVIRONMENT IN WHICH WE LIVE, AS WELL AS OVERALL ECONOMIC GROWTH, ARE OUR COMMON CONCERNS. WHILE COMPANIES ACTING IN ISOLATION ARE UNLIKELY TO MAKE SIGNIFICANT HEADWAY TOWARDS SUSTAINABLE GROWTH, A CONCERTED EFFORT MAY BRING SUBSTANTIAL BENEFITS. TOGETHER WITH OUR SUPPLIERS AND CUSTOMERS WE CREATE A VALUE CHAIN WHICH FORMS AN INTERLINKED NETWORK.

In its March report, the European Responsible Investment Forum showed that to assess the commercial credibility of companies, investors increasingly look to supply and value chains as well as the companies that use proper tools such as sustainability auditing and reporting and other responsible value chain initiatives.

Business value, as created with the help of a sustainable value chain, is driven primarily by risk management, efficiency gains, product sustainability and a culture of responsibility.

BY CREATING BUSINESS VALUE WITH THE HELP OF A SUSTAINABLE SUPPLY CHAIN, COMPANIES CAN:

MANAGE THEIR RISKS

- PROTECT THEIR BUSINESS FROM DISRUPTIONS CAUSED BY LEGAL ISSUES RELATED TO THE ENVIRONMENT AND PLACE OF EMPLOYMENT
- SAFEGUARD THEIR GOOD NAME AND BRAND VALUE
- GAIN WIDER ACCESS TO FUNDING AND CUT CAPITAL COSTS

INCREASE EFFICIENCY

- REDUCE MATERIAL, ENERGY AND TRANSPORT COSTS
- INCREASE PRODUCTIVITY
- ESTABLISH STRATEGIC RELATIONSHIPS WITH SUPPLIERS TO ACHIEVE SYNERGIES

DEVELOP SUSTAINABLE PRODUCTS

- MARKET INNOVATIVE PRODUCTS WHICH MEET CUSTOMER AND BUSINESS PARTNER EXPECTATIONS
- GAIN ACCESS TO NEW MARKETS
- STRENGTHEN INFLUENCE OVER PRICES
- BOOST CUSTOMER LOYALTY

BUILD A CULTURE OF RESPONSIBILITY

- ATTRACT AND RETAIN COMMITTED EMPLOYEES
- BUILD A STRONG RELATIONSHIP WITH EXTERNAL STAKEHOLDERS, INCLUDING THE ADMINISTRATION
- GAIN BROADER ACCESS

RESPECT THE LAW AND THE PRINCIPLES OF CORPORATE GOVERNANCE AND TRANSPARENCY

source: BSR. The Business Case for Supply Chain Sustainability



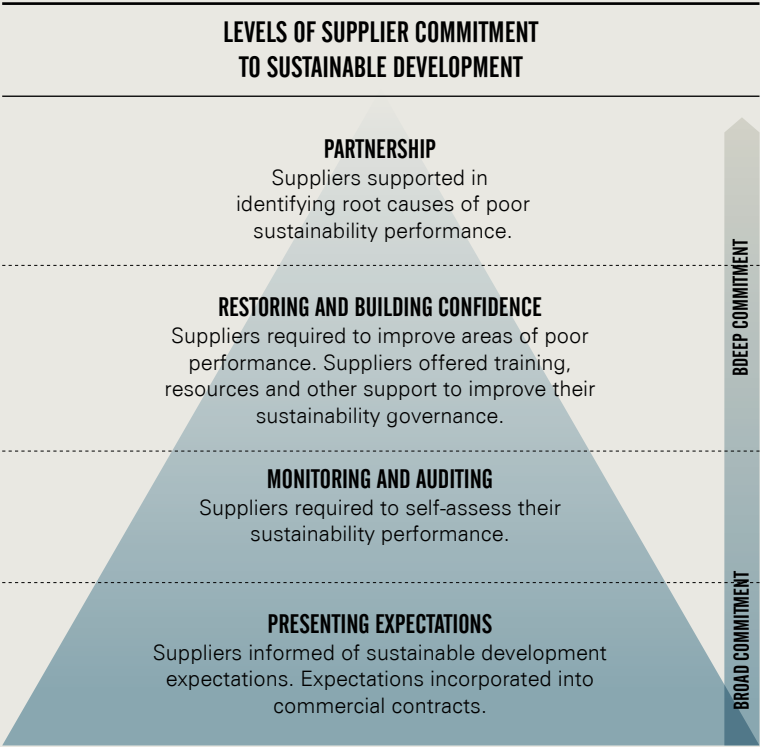
As a responsible company, we adopt ambitious goals consistent with our Sustainability Priorities and Code of Ethics. We want our external partners to be aware of our work and inspired by the ideals that we ourselves aspire to attain. To that end, we have drafted a charter of commitments which we enclose with every contract we conclude with our business partners. Companies make decisions daily about where to purchase their supplies, equipment and services. They stand to benefit from locally purchased products, regional specialties, quality materials and supplies as well as from employing members of the local community, thereby furthering business growth and ultimately boosting the local economy. Such actions help create

new jobs in the region and provide opportunities for employees, their families and the local community. The efforts impact on tax receipts and the quality of health care and education. We support our suppliers and customers and encourage them to conduct their business responsibly and exercise particular care in their ethical and environmental practices. Responsible and efficient partners across the value chain bring advantages in the form of quality products, reduced costs and better competitiveness to all entities throughout the chain. Put together, such individual actions become a coordinated effort towards sustainable development.

WHAT DOES THE COMPANY DO IN THIS FIELD?

- We seek partners who share our commitment to social responsibility. We have adopted a set of rules to govern our supplier and buyer relationships. These transparent and easily accessible rules cover supplier selection, responsible cooperation, employee protection, settlement transparency, freedom of association, the right to unionize, bans on discrimination, bans on child labour and environmental protection.
- Since 2008, Kompania Piwowska has been engaging in dialogue with its business partners (suppliers and buyers) guided by our sustainability principles. In the last three years, we have held over a dozen meetings with nearly 400 representatives of businesses, including utility companies, suppliers of raw materials and packages and distributors. The meetings were devoted to discussing information policy in the context of sustainable development. Our cooperation with business partners extends beyond merely negotiating pricing and supply terms. Kompania Piwowska expects its partners to match its dedication to sustainable development. It ensures, for instance, that its suppliers have in place and actually pursue policies for streamlining water consumption to reduce their water footprints, reduce energy consumption, cut CO2 emissions to reduce the carbon footprint, and recycle packages and waste. We additionally check our partners' respect for human rights, focusing on working conditions, wages, terms of employment, freedom of association and diversity. We expect our partners to share their ideas and experience to enable us to work together sustainably.

- Some 85% of our supply-related expenditures (including the purchases of malt and hops) are made locally with the involvement of local suppliers. Kompania Piwowska has concluded new contracts for the supply of hops from the 2013 harvest. Its plan is to purchase twenty times more alpha acids of Polish origin than from the 2012 harvest, such acids being the key organic ingredient of hops and a source of beer's distinctive bitterness. Poland's beer producers, associated in the Union of Brewing Industry Employers in Poland, have declared a commitment to purchase 75% of their hops from Polish-based growers, starting with production from the 2013 harvest. In the coming years, Polish-grown hops will cover more than 90% of the demand of the country's brewing industry. Such increased reliance on Polish hops has been dictated by commercial considerations, among them their ability to deliver world-class quality, respect contractual terms and price.
- Through Working Groups of the Responsible Business Forum, we have contributed to creating Poland's first website for stakeholder relations (including suppliers), available at <http://www.interesariusze.pl>.
- Very few companies in Poland engage in dialogue with their business and social partners on corporate social responsibility, sustainable development and the assumption of specific obligations. Large companies stand at the forefront in the awareness of such issues. Kompania Piwowska has launched cooperation with partner chains. We do not limit ourselves to merely exchanging environmental protection practices. We share social and educational concerns and join forces to develop programs and initiatives.



źródło: BSR. The Business Case for Supply Chain Sustainability

WE EXPECT OUR BUSINESS PARTNERS TO

- incorporate sustainable development into their business operations
- address the challenge of creating supply chains which are as dedicated as Kompania Piwowarska to upholding sustainable development values and maintaining a commitment to sustainability;
- share their ideas and experience.



A responsible approach to doing business with suppliers is likely not only to pay dividends to the company and the consumer but also to contribute to raising industry and regional standards. Provided with proper education, suppliers learn to influence other companies, creating a snowball effect. The companies which have taken the trouble of educating their suppliers on sustainable development make a real difference in their environments.

Their actions are an opportunity to address the biggest developmental challenges of the 21st century. As very few companies in Poland have put in place a sustainable supply management system, all the more credit is due to Kompania Piwowarska and other companies whose supplier relationships are mature, professional and reasonable (with specific solutions tailored to the local realities).

NATALIA ĆWIK
KNOWLEDGE MANAGER,
RESPONSIBLE BUSINESS FORUM

SUPPLIER-RELATED CHALLENGES

RESPONSIBLE ACTION PRINCIPLES APPLY TO ALL SUPPLIERS, NO MATTER WHERE THEY OPERATE. HIGH-RISK SUPPLIERS NEED TO BE IDENTIFIED, WORKED WITH AND ENCOURAGED TO IMPROVE THEIR WORKPLACE PRACTICES.



RESPONSIBLE ACTION PRINCIPLES

BUSINESS ACTIVITIES

Kompania Piwowarska is committed to working openly and fairly with its suppliers respecting contractual terms.

WORKING CONDITIONS

As a minimal requirement, occupational health and safety policies and procedures are to comply with local legislation or, where no such legislation exists, adhere to the standards of decent employment.

EMPLOYMENT

ZaForced or compulsory labour shall be prohibited. Workers must not be coerced to work; pressure is unacceptable.

CHILD LABOUR

Under the conventions of the International Labour Organization, a child can only be employed if fully protected from any forms of exploitation, harms to morals, endangerment of physical safety, long-lasting endangerment of health and loss of educational opportunities.

WAGES

Remuneration shall not be lower than the legal minimum wage or, where not regulated, not lower than the industry average.

DIVERSITY

While we remain sensitive to cultural differences, we expect equal opportunity employment without discrimination on the grounds of race, religion, gender or other arbitrary points criteria.

FREEDOM OF ASSOCIATION

Constructive dialogue shall be maintained between workers and management. Employees will be allowed to associate in legal organizations.

ENVIRONMENT

Business partners shall be aware of and comply with local environmental laws and sensitivity to any other environmental issues which may affect local communities and our company.

With thousands of suppliers operating around the world, it would be unreasonable to expect that all are sensibly assessed for their compliance with the Responsible Action Principles. What is important, however, is to set priorities and focus on high risk areas and those parts of the supply chain where improvements can actually be made.

To assess the risk posed by a given supplier, basic information is needed about its enterprises and products, including:

- business name,
- a list of products supplied and country of origin of each of the supplied products,
- sales figures.

A specially-designed risk identification tool can be used to identify high-risk suppliers, audit them and develop action plans for any suppliers failing to comply. In the case of low risk suppliers, we rely on a memorandum of understanding. The supplier is expected to sign such a memorandum to demonstrate it has met all the requirements set out in the Responsible Action Principles. The memorandum may be a separate document, a part of the agreement or a contract clause. The recommendation for medium-risk suppliers is to use a sustainable development self-assessment questionnaire. The supplier should fill it out to demonstrate it has adequate policies and systems in place to ensure compliance with the standards we require. High-risk suppliers should undergo in-depth audits of conformity with the Responsible Action Principles. All (100%) of Kompania Piwowarska's significant suppliers have been checked for compliance with the Responsible Action Principles.



11.0 / **BENEFITING COMMUNITIES**

A SOCIALLY RESPONSIBLE COMPANY INVESTS IN LOCAL COMMUNITIES (CSI - CORPORATE SOCIAL INVESTMENT, CCI – CORPORATE COMMUNITY INVESTMENT) WITH WHICH IT NATURALLY INTEGRATES. ITS LEVEL OF COMMITMENT DEPENDS ON THE SCOPE OF ITS OPERATIONS, THE OBJECTIVES IT SETS, THE STANDARDS IT FOLLOWS AND THE OBLIGATIONS IT ASSUMES IN SOCIAL DIALOGUE. WELL-THOUGHT-OUT ACTIONS ARE A GUARANTEE OF POSITIVE AND LASTING BENEFITS FOR BUSINESS AND SOCIAL PARTNERS, INCLUDING NGOS AND LOCAL COMMUNITIES

AS A COMPANY WHICH CONDUCTS ITS BUSINESS RESPONSIBLY, WE RECOGNIZE OUR ROLE IN SOCIETY AND BENEFIT PEOPLE.



WHY HAVE WE MADE ACTION FOR THE LOCAL COMMUNITY OUR PRIORITY?

By helping people, we build a happier society.

- People's health and well-being translate into business success.
- Our support for local communities stems from our recognition that a strong business environment creates opportunities for business growth.
- We realize that our breweries and the local communities in which they operate are mutually interdependent. We aspire to support those communities.
- Our breweries create jobs, generate taxes and ensure investment for the benefit of the local community which is home to our workers, suppliers and consumers.
- Our purchasing decisions affect society and the environment. We use our purchasing power to develop our business and the local economy. The opportunities we create for small businesses operating around our breweries bolster local communities and our company.
- Flourishing small and medium-sized businesses contribute to better health care and education and job creation. New opportunities arise for the inhabitants and their family members.



Social investment also makes economic sense. The prosperity of the community and the company are interlinked. These relationships add further value in the form of new jobs, as well as additional excise and income tax revenues for the benefit of the local communities in which our stakeholders, i.e. employees, suppliers and customers, live. All this makes Kompania Piwowarska not only a major employer in the cities in which it operates but also a significant contributor to local taxes. Many of the Polish municipalities in which our employees reside derive their revenues from state personal income tax receipts, a share of which they receive.

THE FACTS

- Although the total number of people across the world living in extreme poverty has declined from 1.9 billion in 1981 to approximately 1.4 billion in 2005, Africa and the Middle East may see this number grow between 2010 and 2015.
- The UN has adopted the ambitious goal of stamping out poverty and improving social conditions across the globe. The UN's eight Millennium Development Goals envision halving extreme poverty, curbing the spread of HIV/AIDS and providing educational opportunities for young people.
- Robust economic growth is needed to achieve these goals. The UN relies on the private sector to stimulate the growth required for their accomplishment.
- Successful and growing companies tend to contribute more to the local, regional and global economy. Thus, the interests of businesses and society at large are interlinked.





We take pride in Tyskie Browary Książęce, our city's showcase brand. What counts for me is that the Brewery provides employment to the residents of the city and the surrounding municipalities. As the Mayor of Tychy, I value our collaboration with the Brewery for reasons other than merely financial ones.

One of the Brewery's buildings houses the Municipal Museum, the town's key institution, which educates Tychy dwellers about the history of the town and region, as well as the Browarium, which is highly popular with visitors from Poland and abroad. In 2009, the Brewery's Katowicka Street building was recognized as one of the Silesian Region's seven architectural wonders. It is for these and other reasons that I welcome the arrival in Tychy of companies such as Kompania Piwowarska and Tyskie Browary Książęce which contribute to creating its image.

ANDRZEJ DZIUBA
MAYOR OF TYCHY



TYCHY ✓ DOBRE MIEJSCE



Although enterprises in Poland have a long-standing tradition of social involvement, their main focus has been on charity work. Recently, however, a new trend of competency volunteering has emerged, championed, among others, by Kompania Piwowarska. In cooperation with the PISOP Centre, KP experts have held workshops on strategic planning, financial management and employee and volunteer development targeted at Wielkopolska's NGO leaders. Such organizations, which focus on solving social problems, find the expert support invaluable. I am therefore particularly happy to have received assurances of continued cooperation.

EWA GAŁKA
HEAD OF THE PISOP ASSOCIATION/
CENTER FOR THE ADVANCEMENT OF CIVIC INITIATIVES



Volunteering can also be promoted globally. The Internet can be instrumental in uniting employees worldwide around the common idea of helping the needy. Combining health and charity is a recipe for particularly successful employee volunteer projects. That is why the charitable running-event fund-raisers organized by Kompania Piwowarska employees through the Siepomaga.pl charity platform turned out to be a resounding success. Anyone can find that out by joining in! Participating volunteers put in the miles, dedicating their efforts to the needy. It takes a collective effort by all employees to achieve the powerful impact that results not only from using one's feet, but also from the ability to drum up support from various parts of the country and beyond.

AGNIESZKA NOWIK
ORGANIZATION MANAGER
THE SIEPOMAGA.PL PLATFORM



KOMPANIA PIWOWARSKA'S COMMUNITY OUTREACH PROGRAMS

FOR A NUMBER OF YEARS NOW, KOMPANIA PIWOWARSKA HAS BEEN BENEFITING LOCAL COMMUNITIES THROUGH PROJECTS WHICH SOON TURNED INTO STANDING PROGRAMS. IT SUPPORTS SOCIETY IN SUCH DIVERSE AREAS AS EDUCATION, HEALTH CARE, SOCIAL EXCLUSION, DISABILITIES, CULTURE, SPORTS AND THE PROTECTION OF CULTURAL HERITAGE AND TRADITION. WE ALSO SUPPORT CHARITIES AND DONATE TO VARIOUS CAUSES.

BENEFITING COMMUNITIES

In March 2012, Kompania Piwowarska won a distinction in the Firma Dobrze Widziana competition and received the CRS Super Brand award from the Business Centre Club. The purpose of the competition was to raise awareness of corporate social responsibility and ways of communicating a company's efforts, as well as to promote enterprises which adhere to CRS principles in their regions. The project includes CRS information and a research campaign and a study of CRS perceptions and barriers to its implementation by entrepreneurs and corporate managers, as well as ways in which Polish entrepreneurs approach CRS and find motivation for embracing its principles

Kompania Piwowarska has also been distinguished in the Responsible Company Ranking carried out under the auspices of the Responsible Business Forum and verified by PwC (formerly PricewaterhouseCoopers). Kompania Piwowarska has made the prestigious third place on the Ranking's podium. The Ranking is Poland's only comprehensive listing of all of the country's large companies classified on the quality of their socially responsible engagements in the five categories of leadership, stakeholder dialogue, social commitment, responsible management and social innovation. The complete listing of the Responsible Company Ranking appears in the Gazeta Prawna daily.

„COME RAIN OR SHINE” EMPLOYEE VOLUNTEER PROGRAM

Kompania Piwowarska has been involved in voluntary work for 11 years now. One of its first volunteering initiatives was the Santa's Helpers Christmas campaign in which employees were encouraged before Christmas to nominate a family to receive specially prepared gifts and personally present them to the beneficiaries. In time, the project turned into a year-round effort to help the needy, in ways which extended far beyond Christmas gifts. The project has since evolved into the Come Rain or Shine program which offers any employee a chance to engage in social work and help various organizations throughout the year with Kompania Piwowarska facilitating and supporting the work with its funding. KP thus encourages its employees to do voluntary work, helping them to find new ways of self-fulfilment within the Come Rain or Shine program. The volunteering employees who are sensitive to the needs of others have come up with a wide range of projects in the fields of education, care, culture, art and sports. While people's needs take endless forms, there seems to be no fewer ideas for helping them.

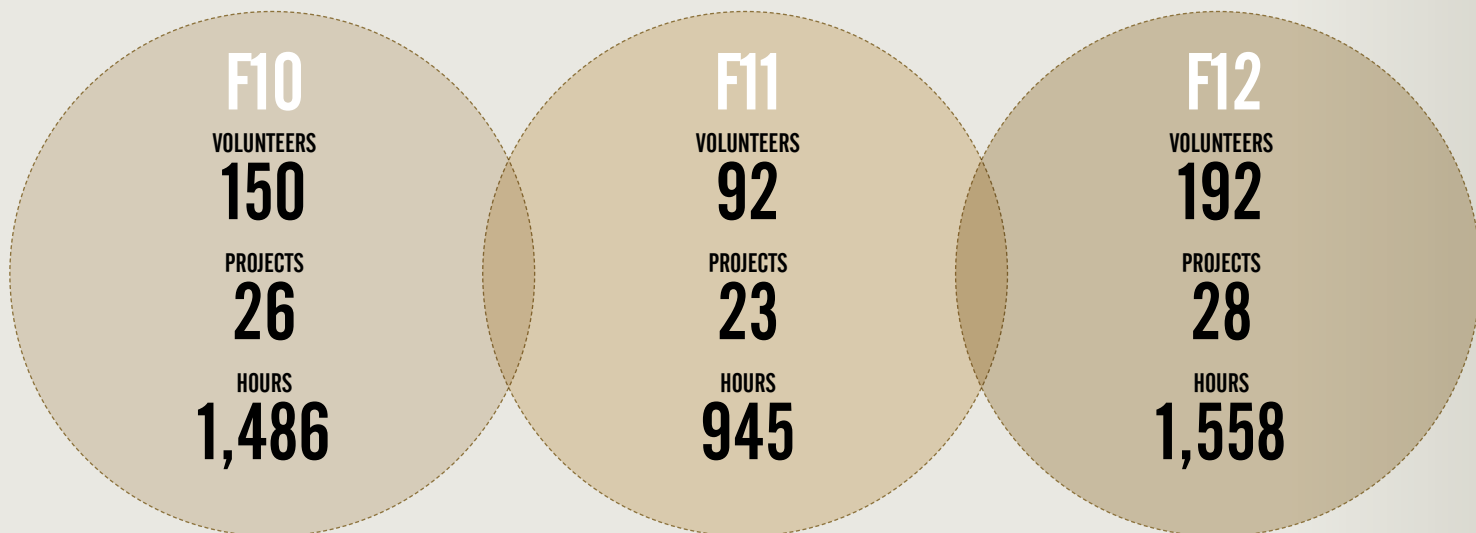
Anyone may join a team which proposes a project to support an NGO and carry it out together. Everything depends on the needs of a given organization and the creativity of KP employees. Volunteering benefits the Company as well as its employees. By engaging in voluntary initiatives and programs, employees can pursue their interests and acquire skills which may some day prove useful in their daily work. The opportunity is precious for any person who seeks to evolve on many levels and grow stronger by helping others. According to a study on voluntary work as a form of social capital, volunteering is essential for the well-being of society. It boosts the economy by helping cities and municipalities to grow and, in particular, improves people's health. The program is a way in which the Company encourages volunteering and finances winning projects. The volunteering program is targeted at those employees of Kompania Piwowarska who wish to contribute their time, energy, kindness and abilities.



APART FROM STANDARD VOLUNTEER PROJECTS, KOMPANIA PIWOWARSKA HAS ALSO BEEN PROMOTING VOLUNTEERING CAMPAIGNS.

AN INNOVATIVE PLATFORM IS ALSO IN THE PIPELINE, DESIGNED TO FACILITATE THE MATCHING OF VOLUNTEERS WITH INSTITUTIONS IN NEED OF SUPPORT.

In the fiscal year 2012, 192 of our company's employee volunteers carried out a total of 28 projects contributing 1,558 hours of their time to aid various organizations and institutions. Volunteer and project numbers and total contributed time all exceeded the F11 level.



The employees – volunteer ambassadors – have brought Kompania Piwowarska closer to local communities contributing to the creation of social value. The Come Rain or Shine program offers a platform for those who help others out of the kindness of their hearts.

In 2012, KP's voluntary program will operate under the new name of: Kompania of Volunteers.

I help out of my love of life and people. I help as only another person's hand placed in mine tells me I am not alone. I help to keep others from feeling alone. Taking is nice but true satisfaction can only come from giving.

WIESŁAW SKRZYNIARZ
Transport Controller

The world we live in is filled with solitary people left alone with their needs and pain, often unable to function normally. Suffering affects those close to us as well as people who have never before been loved. We want to help where possible, at least with small matters, to make others feel better and smile at least for a little while. May we see as many such moments as possible.

DOROTA JASTRZĘBSKA
Senior Production Clerk

Helping others is my opportunity to improve myself. At such moments, I stop worrying about trifles and begin to enjoy life. I think that to be happy one has to care for the happiness of others.

ANNA SŁODERBACH
Analysis Specialist

I help because I like to and because I have the opportunities, the strength and the will to do it. Bringing joy to others gives joy to me too. I encourage everyone to try volunteering – volunteering connects people, makes you socially responsible – nothing you get in return can be more beautiful than the smile of the person you give to. Today you help others, tomorrow others will help you.

KATARZYNA BIEGAŃSKA
Senior Laboratory Clerk

DONATIONS TO LOCAL COMMUNITIES

The Company has also been making donations to local communities.

This is KP's way to support local health care organizations, foundations, fire brigades, the police and engages in charity work.

KP has also used its donations to support its own employees through hardship such as illness or misfortune.

SPECIAL MEASURES

Kompania Piwowarska's employees are always willing to help others. They do this in a variety of ways. Some of their efforts are spontaneous one-off measures which attract many of us to join in. We frequently collect clothing, food, books, holiday presents, donate blood and make annual contributions to the Great Orchestra of Christmas Charity.

IN THE FINANCIAL YEAR 2012, KOMPANIA PIWOWARSKA USED THE ALLEGRO AUCTION WEBSITE TO SELL JAN KULCZYK'S FURNITURE, AMONG OTHER ITEMS. THE PROCEEDS WENT TO THE GREAT ORCHESTRA OF CHRISTMAS CHARITY.

In the Treat Us to Beer campaign, Kompania Piwowarska had adult Facebook users treat others to a total of 154,643 bottles and cans of beer.

FOR EVERY BOTTLE OR CAN PURCHASED, KOMPANIA PIWOWARSKA TRANSFERRED 1 GROSZ TO THE ACCOUNT OF THE BREAD OF LIFE COMMUNITY.

The goal of this pre-Christmas Facebook campaign was to raise funds for the construction of a building entrance ramp for the disabled members of the Bread of Life Community. The organization helps the vulnerable who face poverty, disabilities, old age and disease. Kompania Piwowarska has committed to support the work of Sister Małgorzata Chmielewska's Foundation through varied social responsibility projects.

DONATE 1% OF PAYABLE TAX.

Every year, we encourage our employees to donate 1% of their tax to a public interest organization. A list of organizations selected by our employees is posted at all times on Kompania Piwowarska's Intranet.

SOCIALLY-DEDICATED MARKETING PROJECTS

(CRM-CAUSE RELATED MARKETING)

Through its social marketing, the Company supports selected social causes with the additional benefit of improving its market position and brand image. Commonly in such projects, businesses, social organizations and consumers come together to establish tripartite cooperation. Examples of well-managed CRM projects include: "Żubr's Wake-Up Call to Podlasie" and "Tyskie stawia".

ŻUBR'S WAKE-UP CALL TO PODLASIE

Podlasie is a region whose inhabitants come from various cultural and religious backgrounds. Known widely as the Green Lungs of Poland, the region includes the Białowiecki National Park, the country's only natural asset listed as a UNESCO World Heritage site. What else is the pride of North-Western Poland? Without a doubt, the Region boasts active and creative residents who come up with promising initiatives to promote the growth of their beloved place on Earth.

THE BEST EXAMPLE OF SUCH INITIATIVES WAS THE THIRD EDITION OF ŻUBR'S WAKE-UP CALL TO PODLASIE, SOCIAL ASSI-STANCE PROGRAM AIMED AT STIMULATING PODLASIE RESIDENTS TO GENERATE LOCAL COMMUNITY INITIATIVES

Kompania Piwowarska embarked on a search for unconventional local ideas for transforming one's environment (town and/or region) constructively and positively. Its goal was to support out-of-the-box social initiatives of regional scope and disseminate knowledge on Żubr-branded products. The program was targeted at permanent as well as temporary adult residents of the Podlasie Region. Participation was open to individuals or groups as well as foundations and associations. The main selection criteria were a given project's appeal, innovation and the practical value which made the project stand out from among other submissions. Addressed to all adult residents of the Podlasie Region, the F2012 campaign.

GENERATED A TOTAL OF 114 SOCIAL INITIATIVES.

The four projects selected for implementation were chosen by a jury composed of: the Governor of the Podlasie Region, the Mayor of Białystok and members of the local media, i.e. Gazeta Współczesna, Polskie Radio Białystok, TVP Białystok, and the bstok.pl portal. A substantial say in the selection process was also given to representatives of local residents: doctor Jan Pietruski as well as the actor Andrzej Zaborski who provided particularly significant support in the area of culture. The fifth project was selected in a vote by the residents themselves.

TYSKIE STAWIA

To reaffirm its strong bond with its roots, Tyskie invited Silesia residents to take part in the fourth edition of the Tyskie Stawia charity event.

DURING THIS YEAR'S EDITION, 1 GROSZ FROM THE SALE OF EVERY 0.5L BOTTLE OR CAN OF TYSKIE BEER WAS DONATED TO FINANCE THE CONSTRUCTION OF TYSKIE EVENT ARBOURS. SIX SUCH ARBOURS HAVE BEEN ERRECTED IN THE GEN. JERZY ZIĘTEK REGIONAL PARK OF CULTURE AND RECREATION.

Fitted with sturdy wood benches, shingle roofs and brick barbecues, the arbours are certain to serve the Silesian community for years to come. Tyskie and the Park have worked together since 2005. The Park is a favorite recreation site for local residents. It is also the true pride of Chorzów. In the past, Tyskie has worked with Silesia residents to put up 380 new benches, refurbish the figures of Karlik and Karolinka, organize the "Memories of the Park" photo exhibition, restore 9 historic fountains and build a 96.5 meter bench, making it one of Europe's longest park benches.

GAUGING COMMUNITY INVESTMENT

The LBG (London Benchmarking Group) methodology, also applied in SAM internal reporting, is a tool for measuring and reporting the effectiveness of corporate community investment with one of the most solid track records in business practice. The tool helps accurately and comprehensibly assess a company's total investment in the community and express, in zloty (or another currency's) terms, the total contribution that a company has made to further its community projects. Community commitment is assessed in terms of not only the sums donated but also the time contributed by volunteer employees and the cost of managing individual projects.

THE COMPANY'S TOTAL COMMUNITY INVESTMENT IN THE FISCAL YEAR F12, AS MEASURED BY THE LBG METHOD (DONATIONS, COMMUNITY PROJECTS, SOCIALLY RESPONSIBLE MARKETING PROJECTS), AMOUNTED TO PLN 1,335,681.

OUR PARTNERS:

Kompania Piwowarska is a strategic partner of the Responsible Business Forum. Together with the RBF, we promote responsible business and share our knowledge with other companies. Each year, our practices are described in the RFB Good Practice Report.





12.0 / CONTRIBUTING TO THE REDUCTION OF HIV/AIDS

HIV AND AIDS ARE A TRAGEDY FOR PEOPLE SUFFERING FROM THE DISEASE, THEIR FAMILIES AND SOCIETY AT LARGE. THE VIRUS ATTACKS THE HUMAN IMMUNE SYSTEM AND GRADUALLY WEAKENS THE BODY'S DEFENCES RENDERING IT UNABLE TO FIGHT DISEASES AND FEND OFF INFECTIONS. AN HIV INFECTION MAY CAUSE AIDS, A DISEASE WHICH REMAINS INCURABLE.

ANTIRETROVIRAL THERAPY MAY DELAY THE ONSET OF AIDS AFTER HIV INFECTION AND CONSIDERABLY EXTEND THE LIFE EXPECTANCY OF AN INFECTED PERSON.

The disease is most common in Africa. 67% of HIV carriers live there, however, progress of the disease in other countries is a serious problem, too. A UN program on HIV shows that as many as 60 million people have got infected with HIV from the epidemic's onset. It follows from the latest UNAIDS Report that the population of people suffering from HIV or AIDS is over 33.3 million and 2009 showed an increase of 2.6 million in the number of infected and 1.8 deaths related to the disease.

From the beginning of the research in 1985 to 31 March, 2012, the number of HIV infections in Poland (citizens of Poland and other countries in the territory of Poland) was 15,481. The total number of AIDS cases was 2,725, 1,149 of the infected died.

From 1 January to 31 December, 2011, records showed 1,302 new HIV infections, 264 new AIDS cases and 82 AIDS-related deaths in Poland. All those were reported and verified in 2011. The verification met the criteria of the European AIDS definition adopted to satisfy the needs of the epidemiological supervisory bodies. HIV virus / AIDS is not only a serious business risk but also one of the most significant human tragedies of our times. Both HIV and AIDS are not limited to Africa only. Reports clearly show that the epidemic is spreading (although gradually) in most of the countries of Eastern Europe, Latin America, and in India.

There are many SABMiller Group employees with HIV virus who, owing to the drugs they take, live healthy lives and provide positive contribution to the growth of our company. There is no reason for people dying of HIV!

WHY IS MITIGATING HIV AND AIDS EFFECTS ONE OF OUR CORPORATE PRIORITIES?

- Being a responsible company, we want to be preventive.
- We take care of our employees' health.
- An epidemic may have adverse effect on our employees, endanger our supply chain, and, consequently, weaken the community we operate in.

WHAT DO WE DO IN THIS FIELD?

We take preventive measures. Healthcare benefits for Kompania Piwowarska's employees include free tests at Medicover healthcare centers or use of one of the country-wide base of facilities performing the tests posted at the National AIDS Center. Moreover, we want to monitor the number of people infected with HIV in Poland on an on-going basis.

We keep informing our employees of the risks and preventive measures, particularly during the annual World AIDS Day on the first of December. Kompania Piwowarska has also joint an educational campaign: we have printed, in cooperation with the Social Education Foundation, a special leaflet. The flyer reminds the employees what are the risks related to HIV and AIDS and provides the most recent data on relevant developments in Poland and in the world.

WHY IS MITIGATION OF HIV AND AIDS EFFECTS IMPORTANT?

- The key is to understand issues related to HIV and AIDS and methods for protection against the disease. That will help prevent disease spreading.
- Also, regular tests are important as they make it possible for the infected to get faster access to treatment.
- Those people, families and communities are most threatened by HIV infection who live in the countries with high occurrence of the disease recorded.



Successive years bring further infections. Although HIV transmission routes and safety measures protecting from the virus have been well researched, successive generations of young people discover they have been infected in, among others, Consultation and Diagnostic Centers which offer free anonymous tests (a list of such Centers is available at <http://www.aids.gov.pl>). Regrettably, with prevention neglected, public knowledge of AIDS declines, while infection rates climb every year. More than 1300 infections were reported in 2011 alone, up by more than one third on 2010. The predominant mode of transmission is sexual contact. Infections also affect people in steady relationships if none of the partners have been tested for HIV, causing them to have inadvertently brought AIDS from their previous relationships. A recent study on The Sexuality of Poles in 2011 by Prof. Izdebski showed that only 9% of respondents had been tested for AIDS. An estimated 70% of HIV carriers in Poland are unaware of being infected. The only protection against HIV is to either use condoms in all sexual behavior or limit one's contacts to a single faithful and tested sexual partner. And while it's possible to live with AIDS, the disease remains incurable – something to think about before taking a risk.

MAGDALENA ANKIERSZTEJN-BARTCZAK
PRESIDENT OF THE BOARD,
SOCIAL EDUCATION FOUNDATION

A photograph of three people—two women and one man—standing behind a glass display case. They are each holding a large beer bottle. The woman on the left holds a green bottle, the woman in the center holds a light blue bottle, and the man on the right holds a dark brown bottle. Behind them is a large mural with the text 'WARSAWIAŻĘCY' and a red sun emblem. The scene is lit with warm, indoor lights.

13.0 / **TRANSPARENCY AND ETHICS**



ACCESSIBILITY OF INFORMATION FROM ANYWHERE ON THE GLOBE ALLOWS ANY STAKEHOLDER TO SCRUTINIZE NOT ONLY COMPANIES WITH A GLOBAL PRESENCE BUT ALSO THOSE OF ONLY LOCAL SCOPE. THE DUTY TO REPORT AND DISCLOSE INFORMATION ON COMPANY OPERATIONS IS NO LONGER LIMITED TO COMPANIES LISTED ON GLOBAL OR NATIONAL STOCK EXCHANGES. COMPANIES FACE EVER MORE STRINGENT REQUIREMENTS, ONE OF THEM BEING TO PUBLISH SUSTAINABILITY REPORTS.

Stakeholders show growing interest in sustainability and keep a close eye on company activities. Pressure exerted by society may prove more effective than governmental interventions. Dissatisfied consumers may easily use global communications to undermine a company's good name and damage the reputation of its brands. Therefore, companies should communicate their activities in a transparent fashion and hold themselves to high ethical standards in their commercial operations. Companies which stand out in their approach to corporate responsibility are also likely to appeal to investors. Indices of socially responsible companies designed by global stock exchanges have been gaining significance.

These include the FTSE KLD 400 Social Index, the Dow Jones Sustainability Index and the Polish RESPECT Index. Also of growing significance is the notion of socially responsible investing (SRI) which entails using the money of individuals or institutions to purchase shares in companies which hold themselves to a high CRS standard, ethical and green investment funds, etc. CSR indices represent a specific value, calculated on the basis of an appraisal of shares of companies characterized by high standards of social responsibility. Approaches to business social responsibility have been evolving continually, driven by, among other things, changes in global markets. Experts emphasize that companies throughout value chains share a common responsibility. They therefore need to act together for sustainable

development and engage in cross-industry cooperation involving government administrations, the business sector and non-governmental organizations.





"Today's global economy is no longer just about profit or the bottom line. Equally important is a company's social and environmental impact."

A growing number of organizations measure their performance by the so called "triple bottom line".

What is the TBL? In addition to monitoring the obvious performance drivers, organizations monitor social and environmental criteria, their impact on their organizations and, more importantly, the way the organizations themselves influence their environment. Organizations which have become advanced in such monitoring go a step further and disclose their findings in CSR reports. The significance of such reports has been noted in a document drafted in the follow-up to a major event in 2012, the United Nations Conference on Sustainable Development (Rio+20). In art. 47 of the document entitled "Waste, The Future We Want", 139 United Nations member states acknowledged the importance of non-financial reporting and encouraged companies regularly to report on non-financial matters"

IRENA PICHOLA
PWC SUSTAINABLE DEVELOPMENT
TEAM LEADER

WHY HAVE WE MADE TRANSPARENCY OF INFORMATION ON PROGRESS TOWARDS SUSTAINABILITY ONE OF OUR PRIORITIES?

Transparency of information underlies our approach to sustainable development and business. Our customers are interested to know whether our beers are of very high quality and safe to drink. Our employees want to work in a company which is fair and socially responsible. Our suppliers demand a fair relationship, while the communities in which we operate to make certain we will not jeopardize their quality of life or harm the environment. We cooperate with a number of NGOs with which we maintain relationships based on trust and fairness.

All of us benefit from the culture of openness and fairness. People who ask questions about the company expect honest answers, which is why every company has a responsibility to respond truthfully. Each company should care to ensure such truthfulness for the sake of its reputation and to keep its stakeholder relationships healthy.

WHAT DOES THE COMPANY DO IN THIS FIELD?

- Kompania Piwowska has committed to uphold high ethical standards and keep its business reports transparent.

- Kompania Piwowska publishes reports on social and environmental activities and its contribution to the Polish economy – all such publications are available at www.kp.pl. In 2007, Kompania Piwowska became one of Poland's first companies to publish an environmental report.

- In the Social Reporting contest held by CSR Consulting, the Responsible Business Forum and PwC, Kompania Piwowska has twice received a web surfer community award for best sustainability report (2008 and 2011). The contest was designed to highlight the importance of social reporting, present good social reporting practices and distinguish reports which address social engagement, natural environment and sustainable development issues.

- Employees are free to report unethical behaviors to the President of the Ethics Committee by using an anonymous hotline, writing an e-mail or arranging a meeting.

- The www.kp.pl website features Kompania Piwowska's sales figures and financial results.

- Kompania Piwowska has published a Code of Ethics which is binding on all of the Company's employees as well as its cooperating business and social partners. The fundamental principles enshrined in the Code of Ethics include honesty, openness, responsibility, fairness, mutual respect and respect for dignity. See www.kp.pl for an abridged version of the Code.

- Kompania Piwowska measures and monitors its activities on a half-yearly basis using the Sustainability Assessment Matrix. Results in individual areas are published in annual sustainability reports. Such reports are available at www.kp.pl

- KP's partners, journalists and financial analysts are offered continuous access to company information at the expanded www.kp.pl website.

- Journalists and analysts may also use KP's virtual press office which responds to any inquiries concerning the company and its products.

- A consumer hotline and consumer forms at www.kp.pl

- The Company stays close to its customers through its Facebook account and a YouTube information channel.

- Visitors to the company are encouraged to use its Poznań and Tychy tour centers which offer to reveal brewing secrets. The tours provide every consumer with an opportunity to see first-hand how breweries make their beer, as they are allowed to visit fully operational production lines. For more on brewery tours, see: www.zwiedzaniebrowaru.pl and www.tyskiebrowarium.pl. Tour admission is restricted to adults only!

- The company's employees are its best ambassadors. No sustainable development objectives could be achieved without them. SABMiller has launched a WEBrew website providing employees with the latest news on the company's operations.

- Company employees have full access to information about the company and its products. They are also kept up to date on the latest measures and important decisions concerning the company and themselves by means of a range of communication tools.

- Kompania Piwowska has set up an innovative communication platform to operate the www.malepiwo.net employee social network. The website facilitates fast information exchanges between the company's labour and management. Małe Piwo provides information and integrates people, allowing all to enjoy equal rights and unlimited access from home or work.

- Twice every year, Kompania Piwowska employees get to meet the Management Board in Road Show events designed to present the results of SABMiller and Kompania Piwowska. The meetings are also an opportunity to engage in dialogue and have the employees ask frank questions.

- Świat Piwa – an internal Kompania Piwowska publication appearing monthly since 1999. Świat Piwa provides reliable information on developments in the company, its branches and environment. In contrast to Małe Piwo, Świat Piwa constitutes a more formal communication channel. Its editors form a multidisciplinary team of employees.

The 2011 Sustainability report was presented to KP stakeholders at a very special venue: the Apteka Sztuki Gallery. The meeting slogan was “zielone leżakowanie” The Apteka Sztuki Gallery is an extraordinary organization. This independent cultural institution, a member of the Otwarte Drzwi (Open Door) Association, engages in unconventional artistic projects. It is also socially-driven, operating as a socially inclusive employer open to people with disabilities whom it helps to rejoin the community. It serves as their place of learning, creating and work.

The POLtwór Association has held an artistic recycling workshop. Its visitors were encouraged to use old banners, cans, bottles, crowns and other material to make useful objects such as bags, wallets, purses and earrings.

VERIFICATION OF THE SUSTAINABILITY REPORT

In an effort to continually improve transparency and assure its stakeholders of the credibility of the data it reports, Kompania Piwowarska has had its sustainability report verified by an independent auditor. This independent verification was also consistent with the SAM internal reporting requirements of SABMiller Group. KP has awarded the verification contract to the reputable certifying company PwC. PwC's verification report has been attached to this document



WOJCIECH MRUGAŃSKI
COMMUNICATION MANAGER

“The extent of a company's communications is a measure of its openness and transparency. At Kompania Piwowarska, we place considerable emphasis on communicating with the media and, through the media, with consumers, communities and the authorities as well as company employees. While our main focus in external communications is on media relations, we continue to increase our internet presence and use social networks directly to reach our target audiences, i.e. beer consumers and prospective employees. With their potential for instant and direct messaging, such networks pose a considerable challenge organizationally and reputation-wise. Their advantage, however, is their immense potential for unlimited communication and the capacity to respond to questions and comments from any interested party.

We communicate with our employees through printed materials, electronic channels and using tools for direct communication and exchanges of views.

Our printed channels include the internal magazine Świat Piwa, bulletins, the KP Info direct mail system, the Intranet, posters and notice boards. These have the potential to facilitate our planned and structured communication activities. Direct and rapid cross-departmental exchanges of views and information among the employees and between labor and company management take place at biannual meetings with the board, in Intranet chatrooms and at KP's latest addition to its communication mix: the Małe Piwo employee portal. With a combination of communications tool and the features of a social medium, the portal facilitates interdisciplinary employee communication and strengthens employee ties with the employer.



Limited assurance report

To the Management Board of Kompania Piwowarska S.A.

As per terms of our Agreement dated 6 September 2012 (the "Agreement") we have been engaged to perform a limited assurance engagement on selected data named below and presented in the "2012 Sustainable Development Report of Kompania Piwowarska" ("2012 SD Report") for the financial year 2012 and prepared for management of Kompania Piwowarska S.A. (the "Company").

Management's Responsibility

Company's management is responsible for the preparation of the 2012 SD Report in accordance with the criteria stated in the Sustainability Reporting Guidelines of the Global Reporting Initiative version 3.1 (the "GRI G3.1 criteria").

Identification of criteria and description of subject matter

The Company's management prepared 2012 SD Report ensuring its adherence to the GRI G3.1 criteria ("reporting criteria").

2012 SD Report presents quantitative and qualitative information on the Company's corporate responsibility practices in the period of 1 April 2011 to 31 March 2012.

Practitioner's Responsibility

Our responsibility is to express a conclusion as to the selected material indicators presented in 2012 SD Report. Performed procedures were chosen based on our judgment and take under consideration our judgment of the risk of material misstatement of selected data for the selected material indicators: EN3, EN8, EN16, EN18, EN20, EN21, EN22, EN26, EN27, LA1, LA10, LA13 (definitions of the indicators and respective reference to the page of their reporting are presented in the in the 2012 SD Report in table "GRI Index").

Summary of the work performed

We conducted our work in accordance with the International Standard on Assurance Engagements 3000 "Assurance engagements other than audits or reviews of historical financial information" („ISAE 3000").

Within the scope of our work we performed amongst others the following procedures:

- Examination of the relevant documentation regarding the implementation and appropriateness of the relevant systems and processes for gathering and analyzing the data for the selected indicators named above,

TRANSLATION ONLY



- Examination of the selected indicators named above by inquiries of the appropriate management members and performing of analytical procedures in order to assess accuracy of the documentation that supports presented in the 2012 SD Report selected indicators,
- Obtaining sample evidence for the accuracy of the selected indicators named above. Sample analyzed documents included invoices/reports from external service providers, internal reports including data generated as reports from the Company's IT-systems.

In a limited assurance engagement the evidence-gathering procedures are more limited than in a reasonable assurance engagement, and therefore less assurance is obtained than in a reasonable assurance engagement.

Gathered evidence is sufficient and appropriate in order to come to the below conclusion.

Conclusion

Based on our limited assurance engagement, nothing has come to our attention that causes us to believe that the selected indicators named above as presented in the 2012 SD Report have not been prepared, in all material respects, in accordance with the GRI C3.1 criteria.

Limitation of use and distribution

Our limited assurance report prepared by PricewaterhouseCoopers Sp. z o.o. („PwC”) for Kompania Piwowarska S.A. in respect of the Agreement is directed to sole use of the Kompania Piwowarska S.A. Management Board. It should not be used to other purposes.

Thus PwC does not take any responsibility in respect of this report (contractual, tort (including that for negligence) or any other) in respect of any parties other than Kompania Piwowarska S.A.. Respectively, regardless of the form of the actions, whether in contract, tort or other, within the capacity allowed by the law, PwC does not take any responsibility, and any consequences coming out of the report for any person (excluding the Company, based on rules described above) or for any other decision taken based on this report.

Without qualifying our conclusion above, we would like to draw your attention to the fact, that 2012 SD Report should be read together with the Sustainability Reporting Guidelines of the GRI G3.1.

PricewaterhouseCoopers Sp. z o.o.
Warsaw, 4 October 2012

14.0 / ABOUT THE REPORT

**KOMPANIA PIWOWARSKA'S SUSTAINABILITY REPORT COVERS THE FINANCIAL YEAR F12
(THE 12 MONTHS FROM APRIL 2011 TO MARCH 2012)
THE REPORT DESCRIBES THE ACTIVITIES OF KOMPANIA PIWOWARSKA S.A.,
ITS MANAGEMENT BOARD OFFICE IN WARSAW, ITS THREE BIAŁYSTOK, POZNAŃ AND TYCHY BREWERIES
AND ITS 14 BRANCHES AND DISTRIBUTION CENTERS.**

THE METHODOLOGY

In 2011, the Company issued a sustainability report compliant with the international GRI 3.1 (Global Reporting Initiative) standard and the Company's SAM proprietary reporting system. The F12 report remains consistent with the adopted system and the annual reporting cycle. This report is made to comply with application level B+ of the Global Reporting Initiative G3.1. The Global Reporting Initiative is an international non-profit organization which develops and guards corporate social responsibility reporting standards.

www.globalreporting.org

SEE OTHER REPORTS AT:

<http://www.kp.pl/odpowiedzalnosc-spoleczna/raporty-i-wydawnictwa-csr/>

REPORT PREPARATION

This report has been prepared with the involvement of Kompania Piwowarska employees representing its various departments. The biggest challenge faced by the report team, which additionally took part in global reporting on sustainability priorities, was to select the key issues to be included in the report. The report team's first job was to list issues concerned with the company's footprint in the context of sustainability. In the process of compiling its list, the team reviewed the company's strategies and policies, including its 10 Sustainability Priorities, its previous reports and,

in particular, KP's F11 sustainability report, the requirements of SABMiller Group, any issues of importance for the industry and the general business environment which affect KP, as well as trends and study findings. By modelling its report structure on that from the preceding year, the company enabled its stakeholders to readily compare any indicators of their choice which were included in the report. By involving its stakeholders in various ways, including dialogue compliant with the international AA1000SES standard, KP was able to identify their expectations and concerns. The result

was a list of Kompania Piwowarska priorities to be covered in the report. These were greenhouse gas emissions, prudent management of water resources, including water consumption in production and wastewater management, job security, professional growth, brand image, responsible communication in marketing, including building a positive image of beer and consumption patterns, the company's financial performance, prevention of irresponsible alcohol drinking, mitigation of social harm caused by irresponsible drinking, continued cooperation in the Check Your BAC project, perception of fundamental human rights, corruption, supplier relations, consumer communication, fair competition and product quality.

PRIORITIZATION OF KOMPANIA PIWOWARSKA ISSUES

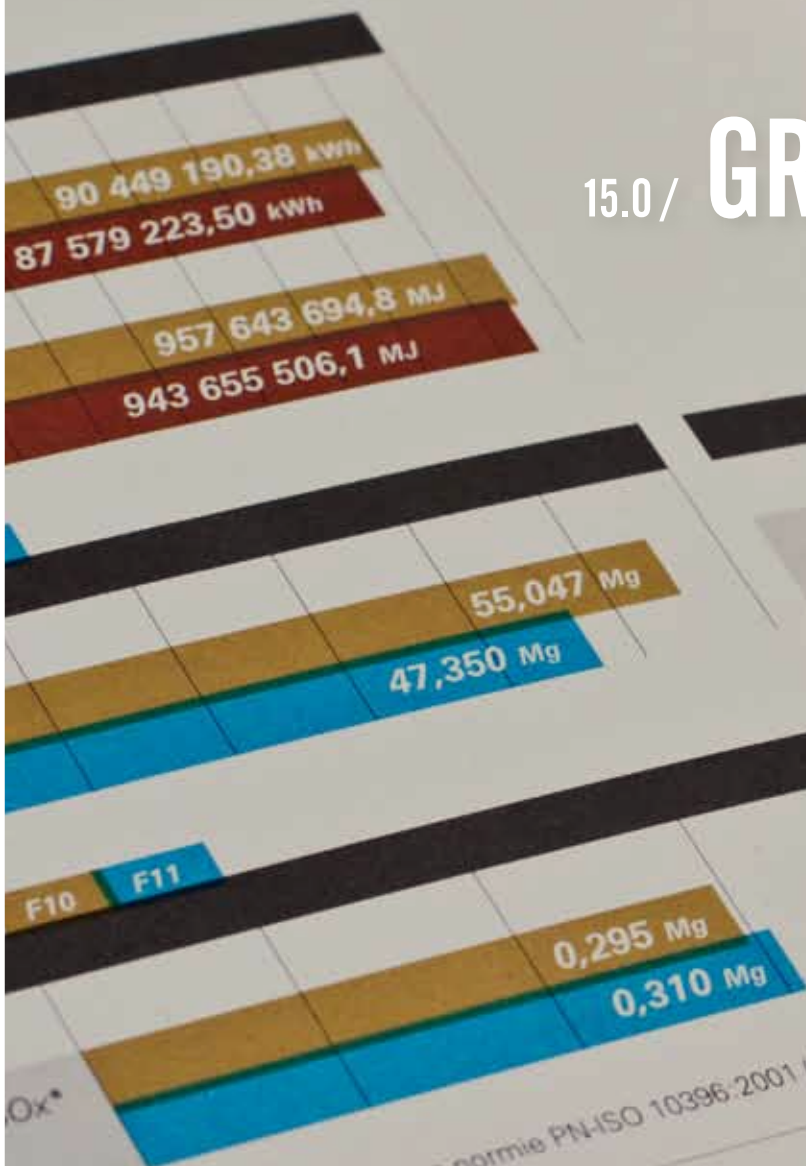


Questions concerning this Kompania Piwowarska sustainability report should be addressed to:
Małgorzata Półtorak-Wałędzińska,
Sustainable Development Manager
tel. +48 32 32 78 415,
e-mail: malgorzata.waledzinska@kp.sabmiller.com

3.1	Reporting period (e.g. fiscal/calendar year).
3.2	Date of the most recent report (if any).
3.3	Reporting cycle (annual, biannual, etc.).
3.5	Process of report content definition.
3.6	Report reach (e.g. countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).
3.7	Statement on restrictions on report scope and reach.
3.8	Note on joint ventures, subsidiaries, leased facilities, outsourced operations and any other entities which may significantly affect the comparability of the organization's activities in each period and/or comparability with other organizations.
3.10	Clarifications on the effect of any corrections of information provided in prior reports with reasons for such corrections and their implications (e.g. mergers, acquisitions, change of base year/period, nature of activities, measurement methods).
3.11	Substantial changes from previous report in scope, reach and the measurement methods applied in the report.
3.13	The policy and current practice on report verification by a third party. If not provided in the independent certification report, clarifications regarding the scope and basis for third-party verification and the relationship between the organization and the external certifying body.



15.0 / GRI INDEX



Emisje NOx i SOx jest oparta na normie PN-ISO 10396:2001 (A)

Inicjatywy / inwestycje dotyczące gospodarki energetycznej i ograniczenia emisji, mające na celu zmniejszenie wpływu na środowisko

Efekt ekologiczny

Odzysk CO₂ powoduje brak konieczności zakupu CO₂ do procesu produkcji piwa.

Uzyskanie ciepła, a co za tym idzie wykorzystania gazu, węgla, oleju opałowego.

... w procesie ...

GRI CONTENT INDEX

INDICATOR	GRI G3.1 GUIDELINES	REPORTING SCOPE	REFERENCE IN THE REPORT
STRATEGY AND ANALYSIS			
1.1	Statement from the most senior decision maker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy.	Complete	3
1.2	Description of key impacts, risks, and opportunities.	Complete	3, 16-19, 27-33
ORGANIZATIONAL PROFILE			
2.1	Name of the organization	Complete	4-5
2.2	Primary brands, products, and/or services.	Complete	4, 9-11
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures	Complete	15
2.4	Location of organization's headquarters.	Complete	
2.5	Number of countries where the organization operates	Complete	6-7
2.6	Nature of ownership and legal form	Complete	4-7
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Complete	5-7, 16-18
2.8	Scale of the reporting organization	Complete	4-7
2.9	Significant changes during the reporting period regarding size, structure, or ownership	Complete	100
2.10	Awards received in the reporting period	Complete	21
REPORT PARAMETERS			
3.1	Reporting period	Complete	100
3.2	Date of most recent previous report (if any)	Complete	100
3.3	Reporting cycle (annual, biennial, etc.)	Complete	100
3.4	Contact point	Complete	100
3.5	Process for defining report content	Complete	100
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers)	Complete	100
3.7	State any specific limitations on the scope or boundary of the report	Complete	100
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Complete	100
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the indicators and other information in the report.	Complete	100
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g. mergers/acquisitions, change of base years/periods, nature of business, measurement methods)	Complete	100
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Complete	100
3.12	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Complete	100
3.13	The policy and current practice on report verification by a third party. If not provided in the independent certification report, clarifications regarding the scope and basis for third-party verification and the relationship between the organization and the external certifying body.	Complete	103-105

GOVERNANCE, COMMITMENTS AND ENGAGEMENT

4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Complete	14
4.2	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement).	Complete	14
4.3	State the number of members of the highest governance body that are independent and/or non-executive members (applies to organizations that have a unitary board structure).	Complete	14
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	Complete	14, 23, 45, 96-97
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Complete	14
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Complete	14
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	Partial	14
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Complete	23-25, 27-33, 49
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Complete	14, 27-33, 39, 49
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance	Partial	14
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization	Complete	12, 30-33
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses	Complete	25, 27-29, 49
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations	Complete	5, 25, 59
4.14	List of stakeholder groups engaged by the organization	Complete	45
4.15	Basis for identification and selection of stakeholders with whom to engage	Complete	44-45
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Complete	44-45
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting	Complete	35-37, 44-45, 100 Chapters: 4.0-13.0

MANAGEMENT APPROACH

	Management approach – economic indicators (EC)	Complete	16-19
	Management approach – environmental indicators (EN)	Complete	31-43, 61-62, 67-68, 73, 79
	Management approach – social indicators linked to labor practices and decent work (LA)	Complete	35-43, 47-49
	Management approach – social indicators linked to respecting human rights (HR)	Complete	35-43, 47-49
	Management approach – social indicators (SO)	Complete	35-43, 85
	Management approach – social indicators linked to product responsibility (PR)	Complete	12, 35-43, 57-59

ECONOMIC INDICATORS

EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of organization	Complete	80-81, 84-85
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Complete	88-91
EC9	Understanding and describing significant indirect economic impacts, including the extent and scope of impacts (Additional)	Complete	16-18

ENVIRONMENTAL INDICATORS

EN1	Materials used by weight or volume.	Complete	13, 63
EN3	Direct energy consumption by primary energy source	Complete	68-69

EN8	Total water withdrawal by source	Complete	63
EN10	Percentage and total volume of water recycled and reused. (Additional)	Complete	63, 65
EN16	Total direct and indirect greenhouse gas emissions by weight	Partial	69, 70
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved. (Additional)	Partial	68-71
EN20	NOx, SOx, and other significant air emissions by type and weight	Complete	69
EN21	Total water discharge by quality and destination	Complete	63, 65
EN22	Total weight of waste by type and disposal method.	Complete	81
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	Partial	Chapters 6.0-9.0
EN27	Percentage of products sold and their packaging materials that are reclaimed by category	Complete	74-75
EN29	Significant environmental impacts of transporting products and other foods and materials used for the organization's operations, and transporting members of the workforce. (Additional)	Partial	71
EN30	Total environmental protection expenditures and investments by type.	Partial	64
SOCIAL INDICATORS LABOR PRACTICES AND DECENT WORK			
LA1	Total workforce by employment type, employment contract, region and gender.	Complete	48
LA3	Total number and rate of employee turnover by age group, gender, and region.	Complete	55
LA4	Percentage of employees covered by collective bargaining agreements	Complete	48
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work related fatalities by region and gender	Partial	48
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	Complete	93
LA10	Average hours of training per year per employee by employee category and gender.	Complete	53
LA12	Percentage of employees receiving regular performance and career development reviews by gender.	Complete	54
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	Complete	14, 48
SOCIAL INDICATORS RESPECTING HUMAN RIGHTS			
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	Complete	85
SOCIAL INDICATORS SOCIETY			
S05	Public policy positions and participation in public policy development and lobbying	Complete	23-25
SOCIAL INDICATORS PRODUCT RESPONSIBILITY			
PR1	Lifecycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	Complete	12-13, 31-33
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	Complete	12-13
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Complete	57-59



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**KOMPANIA
PIWOWARSKA**